

Notice of Meeting



CABINET

Tuesday, 23 July 2013 - 5:00 pm
Council Chamber, Civic Centre, Dagenham

Members: Councillor L A Smith (Chair); Councillor R Gill (Deputy Chair); Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor L A Reason, Councillor P T Waker, Councillor J R White and Councillor M M Worby

Date of publication: 15 July 2013

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Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Declaration of Members' Interests**

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 25 June 2013 (Pages 3 - 6)**
4. **Budget Monitoring 2013/14 - April to May 2013 (Pages 7 - 34)**
5. **Future Management Arrangements for the Library Service (Pages 35 - 44)**
6. **A Library Strategy for Barking and Dagenham (Pages 45 - 83)**
7. **"Creative Barking and Dagenham": An Arts Strategy for the Borough 2013-16 (Pages 85 - 120)**
8. **Children's Social Care Review 2012/13 (Pages 121 - 138)**
9. **Community Safety Partnership Annual Report 2012-13 (Pages 139 - 150)**
10. **Disposal of Former Mayesbrook Nursing Home, Bevan Avenue, Barking (Pages 151 - 155)**

11. Barking Abbey and Robert Clack Comprehensive Schools: Acceptance of Football Foundation Grants for Artificial Grass Pitches

This report will follow.

12. Any other public items which the Chair decides are urgent

13. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

14. Disposal of Former Mayesbrook Nursing Home, Bevan Avenue, Barking - Appendix 2 (Pages 157 - 158)

Contains commercially sensitive information (paragraph 3)

15. Any other confidential or exempt items which the Chair decides are urgent

Barking and Dagenham's Vision

Encourage growth and unlock the potential of Barking and Dagenham and its residents.

Priorities

To achieve the vision for Barking and Dagenham there are five priorities that underpin its delivery:

1. Ensure every child is valued so that they can succeed

- Ensure children and young people are safe, healthy and well educated
- Improve support and fully integrate services for vulnerable children, young people and families
- Challenge child poverty and narrow the gap in attainment and aspiration

2. Reduce crime and the fear of crime

- Tackle crime priorities set via engagement and the annual strategic assessment
- Build community cohesion
- Increase confidence in the community safety services provided

3. Improve health and wellbeing through all stages of life

- Improving care and support for local people including acute services
- Protecting and safeguarding local people from ill health and disease
- Preventing future disease and ill health

4. Create thriving communities by maintaining and investing in new and high quality homes

- Invest in Council housing to meet need
- Widen the housing choice
- Invest in new and innovative ways to deliver affordable housing

5. Maximise growth opportunities and increase the household income of borough residents

- Attract Investment
- Build business
- Create a higher skilled workforce

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MINUTES OF CABINET

Tuesday, 25 June 2013
(5:00 - 5:05 pm)

Present: Councillor L A Smith (Chair), Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor P T Waker, Councillor J R White and Councillor M M Worby

Apologies: Councillor R Gill and Councillor L A Reason

8. Declaration of Members' Interests

There were no declarations of interest.

9. Minutes (21 May 2013)

The minutes of the meeting held on 21 May 2013 were confirmed as correct.

10. Revenue and Capital Final Outturn 2012/13

The Leader introduced the report.

Cabinet **resolved:**

- (i) To note the final outturn position for 2012/13 of the Council's revenue budget as detailed in paragraphs 2.3 to 2.10 and Appendix A of the report;
- (ii) To note the final outturn position for the Housing Revenue Account as detailed in paragraph 2.7 and Appendix B of the report;
- (iii) To note the final outturn position for 2012/13 of the Council's capital budget as detailed in paragraph 2.12 of the report;
- (iv) To approve the revised capital budget roll forward requests detailed in Appendix C to the report; and
- (v) To note the increased contribution to capital expenditure of £0.6m in the agreed Central Expenses figure as detailed in paragraph 2.10 of the report.

11. Treasury Management Annual Report 2012/13

The Leader introduced the report.

Cabinet **resolved to recommend the Assembly:**

- (i) To note the Treasury Management Annual Report for 2012/13;
- (ii) To note that the Council complied with all 2012/13 treasury management indicators;

- (iii) To note that the Council did not borrow to finance its capital programme in 2012/13 but utilised internal cash in line with its strategy;
- (iv) To note the amendment in the 2013/14 Treasury Management Strategy Statement to the wording for the counterparty limit for Lloyds TSB, as outlined in section 6.3 of the report; and
- (v) To approve the actual Prudential and Treasury Indicators for 2012/13 as set out in Appendix 1 to the report.

12. Performance House for Quarter 4 of 2012/13 and Priority Performance Indicators for 2013/14

The Leader introduced the report.

Cabinet **resolved**:

- (i) To note the corporate performance information for the final quarter of the 2012/13 financial year; and
- (ii) To approve the new set of corporate priority performance indicators for 2013/14 as set out at Appendix E to the report.

13. ICT Strategy 2013 - 2017

Further to Minute 81 (22 January 2013), the Cabinet Member for Customer Services introduced the proposed ICT Strategy covering the period 2013 to 2017.

The Cabinet Member confirmed that the financial and other issues raised at the meeting in January had been reviewed and the Strategy updated accordingly.

Cabinet **resolved**:

- (i) To approve the ICT Strategy for 2013-2017 attached at Appendix 1 to the report;
- (ii) To endorse the business case approval process set out in the report; and
- (iii) To delegate authority to the Chief Financial Officer, in consultation with the Cabinet Member for Customer Services, to allocate the remaining ICT capital fund.

14. Modernisation of Cashiering Services

The Leader introduced the report.

Cabinet **resolved** to approve the implementation of Phase 2 of the Cashiers Modernisation Strategy, namely the withdrawal of face-to-face cashiering services at the Civic Centre and the internal cash-van collections / deliveries, for completion by the end of September 2013.

15. School Capital Programme Basic Need Allocation 2013 - 2015

The Cabinet Member for Children's Services introduced the report.

Cabinet **resolved**:

- (i) To approve the allocation of £10,850,000 to the projects detailed in paragraphs 2.2 to 2.7 of the report, to ensure that the projects were progressed to conclusion;
- (ii) That the sum of £17,255,818 be retained at the present time pending the outcome of the funding bids submitted to the Department for Education / Education Funding Agency and further detailed work in respect of the Gascoigne Primary (Abbey Depot) site; and
- (iii) To approve the transfer of Arden House, 198 Longbridge Road, Barking, to Children's Services with effect from 1 October 2013 to facilitate the development of early education places with a particular focus on the statutory two year old offer.

16. Proposed Expansion of Godwin Primary School and John Perry Primary School from September 2013

The Cabinet Member for Children's Services introduced the report.

Cabinet **resolved** to approve the formal expansion of John Perry Primary School and Godwin Primary School from two to three forms of entry from 1 September 2013.

17. Establishing a Furniture Bank and Providing Accommodation for the Territorial Army

The Cabinet Member for Housing introduced the report and advised that the feedback that he had received from local residents on the proposals had been very positive.

Cabinet **resolved**:

- (i) To delegate authority to the Corporate Director of Adult and Community Services to establish a partnership with the Disablement Association of Barking and Dagenham (DABD) to set up a furniture bank in the Borough; and
- (ii) To delegate authority to the Chief Executive, in consultation with the Divisional Director of Finance and the Head of Legal and Democratic Services, to agree terms and legal and contractual arrangements for:
 - (a) Woodward Road Library to be used for a furniture bank; and
 - (b) Rectory Library to be used as a Territorial Army Centre.

18. Disposal of 89 Axe Street, Barking

Further to Minute 131 (16 April 2013), the Leader introduced the report and advised that negotiations had taken place with the preferred bidder in respect of a restrictive covenant against the future development of the site.

Cabinet **resolved**:

- (i) To approve the disposal of the site at 89 Axe Street, Barking, as shown hatched on the plan at Appendix 1 to the report, to Elim Trust Corporation in the sum of £275,000 on the terms set out in the report; and
- (ii) To agree that the property be sold with the Council having the benefit of an in perpetuity restrictive covenant against future development.

19. Procurement of Highways Maintenance Services via East London Solutions

The Leader advised that the report had been withdrawn and the matter deferred to the next meeting of Cabinet to enable officers to carry out a further assessment of the options for the future provision of highway maintenance services.

20. Community Development Activity at Dagenham and Redbridge Football Club

The Leader introduced the report.

Cabinet **resolved** to note the report.

21. Debt Management Performance and Write-Offs 2012/13 (Quarter 4)

The Leader introduced the report.

Cabinet **resolved**:

- (i) To note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of bailiffs; and
- (ii) To note the debt write-offs for the fourth quarter of 2012/13 and that a number of the debts would be publicised in accordance with the policy agreed by Cabinet (Minute 52, 18 October 2011).

CABINET

23 JULY 2013

Title: Budget Monitoring 2013/14 - April to May 2013	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Steve Pearson, Group Accountant, Corporate Finance	Contact Details: Tel: 020 8227 5215 E-mail: steve.pearson@lbbd.gov.uk
Accountable Divisional Director: Jonathan Bunt, Divisional Director of Finance	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>This report provides Cabinet with an update of the Council's revenue and capital position for the two months to the end of May 2013 projected to the year end.</p> <p>The Council began the current financial year in a better financial position than the previous year with a General Fund (GF) balance of £17.5m.</p> <p>At the end of May 2013 (Month 2), total service expenditure for the full year is projected to be £171.7m against the approved budget of £178.1m, a projected surplus of £6.4m. This compares to the planned surplus of £5.2m agreed at Assembly in February 2013, which arose due to late grant determination (Education Support grant (ESG)) and the decision to use a two year strategic approach to addressing funding issues in 2015/16. Explanatory summaries are contained in section 2 of this report.</p> <p>The current projected surplus of £6.4m would result in the General Fund balance increasing to £23.9m.</p> <p>The Housing Revenue Account (HRA) is projected to breakeven, maintaining the HRA reserve at £8.5m. The HRA is a ring-fenced account and cannot make contributions to the General Fund.</p> <p>The Capital Programme has been updated to reflect project roll forward requests, changes approved at Cabinet, and further adjustments requested. The budget at the end of May stands at £178.6m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to:</p> <p>(i) Note the projected outturn position for 2013/14 of the Council's revenue budget at 31 May 2013, as detailed in paragraphs 2.3 to 2.11 and Appendix A of the report;</p>	

- (ii) Note the progress against the 2013/14 savings targets at 31 May 2013, as detailed in paragraph 2.12 and Appendix B of the report;
- (iii) Note the position for the HRA at 31 May 2013, as detailed in paragraph 2.13 and Appendix C of the report;
- (iv) Note the projected outturn position for 2013/14 of the Council's capital budget at 31 May 2013, as detailed in paragraph 2.14 and Appendix D; and
- (v) Approve the reprofiled capital programme as detailed in Appendix D, plus adjustments detailed in paragraph 2.12.

Reason(s)

As a matter of good financial practice, the Cabinet should be regularly updated with the position on spend against the Council's budget. In particular, this paper alerts Members to particular efforts to reduce in-year expenditure in order to manage the financial position effectively.

1 Introduction and Background

- 1.1 This report provides a summary of the Council's General Fund and HRA revenue and capital positions. It also provides an update on progress made to date in the delivery of the agreed savings targets built into the 2013/14 budget setting out risks to anticipated savings and action plans to mitigate these risks.
- 1.2 It is important that the Council regularly monitors its revenue and capital budgets to ensure good financial management. This is achieved within the Council by monitoring the financial results on a monthly basis through briefings to the Cabinet Member for Finance and reports to Cabinet. This ensures Members are regularly updated on the Council's overall financial position and enables the Cabinet to make relevant financial and operational decisions to meet its budgets.
- 1.3 The Budget report to Assembly in February 2013 provided for a target of £15m of General Fund balance, plus a planned surplus of £5.234m to be generated in 2013/14 and carried forward into 2014/15. The Outturn for 2012/13 led to a General Fund balance of £17.456m. The current projected position keeps the Council on track to deliver a balanced budget and maintain the minimum general fund balance of £15m.

2 Current Overall Position

- 2.1 The following tables summarise the spend position and the forecast position of the General Fund and Housing Revenue Account (HRA) balances.

Council Summary	Net Budget	Full year forecast at end May 2013	Over/(under) spend Forecast
	£000	£000	£000
Directorate Expenditure			
Adult and Community Services	57,202	57,202	-
Children's Services	67,954	67,954	-
Housing and Environment	22,658	22,658	-
Chief Executive	19,705	19,508	(197)
Central Expenses	5,359	4,359	(1,000)
	172,878	171,681	(1,197)
Budget Surplus (Agreed MTFS)	5,234	-	(5,234)
Total Service Expenditure	178,112	171,681	(6,431)

	Balance at 1 April 2013	Forecast Balance at 31 March 2014	Budgeted Combined Balance at 31 March 2014*
	£000	£000	£000
General Fund	17,456	23,887	20,234
Housing Revenue Account (including Rent Reserve)	8,461	8,461	8,461

*Budget Combined Balance for General Fund comprises a target balance of £15m plus budgeted surplus of £5.2m

2.2 The current Directorate revenue projections indicate a surplus of £6.4m for the end of the financial year, made up as follows:

- £0.2m underspend in the Chief Executive department as a result of shared arrangements with Thurrock Council and vacancies within Legal and Democratic services;
- £1m surplus in Central Expenses arising from interest budgets; and
- £5.2m surplus as planned and agreed in the MTFS 2013/14.

The initial forecast of a £6.4m underspend would result in the Council's General Fund balance remaining above the budgeted target of £15.0m. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances.

The Chief Finance Officer, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003 and the other financial provisions and contingency budgets held by the Council, set a target GF reserves level of £15.0m. The General Fund balance at 31 March 2013 was £17.5m and the current forecast combined balance for the end of the financial year is £23.9m. If maintained, this position will provide added flexibility for the Council in addressing the forthcoming significant further reductions in funding from the government. This

compares with a budgeted combined General Fund balance of £15m plus a planned surplus of £5.2m within the two year 2013-15 strategy.

At the end of May 2013, the HRA is forecasting to break even, and maintain the HRA reserve at £8.5m.

2.3 Directorate Performance Summaries

The key areas of risk which might lead to a potential overspend are outlined in the paragraphs below.

2.4 Adult and Community Services

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	60,701	57,202	57,202
Projected over/(under)spend			-

The Adult and Community Services forecasted position at period 2 is to break-even. There are a number of pressures within the services particularly for Mental Health placements and personal budgets, and direct payments for all client groups. These pressures are either being managed within the service or funding will be drawn down from the ACS reserve created in 2012/13.

A challenging savings target of £4.324m is built into the 2013/14 budget. There are pressures on some of the savings targets, and these are being reviewed and addressed in order to ensure their delivery.

2.5 Children's Services

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	69,448	67,954	67,954
Projected over/(under)spend			-

The Children's Service still experiences significant demand pressures within the Complex Needs and Social Care division. Referral activity had increased consistently since the end of 2012 and shows no sign of reducing which suggests more of a trend rather than a 'spike' in demand. In 2012/13 the number of core assessments was double the level of 2011/12 and section 47 child protection investigations increased by 37% over 2012/13.

The OFSTED Safeguarding and Looked After Children inspection of June 2012 reported that caseloads were high but manageable. However, the persistent increases in demand since then have required additional resourcing to ensure risks are managed. This brings an increased pressure on the revenue account. Although the service is forecasting a balanced budget position for 2013/14 this is masking £4m of management actions, a number of which are one-off and will not continue into 2014/15.

The change from LACSEG (Local Authority Central Spend Equivalent Grant) to Education Support Grant, and the changes to the funding of statutory services to two year olds from General Fund to the Dedicated Schools Grant have released £2.7m of ongoing funding to invest in social care demand pressures. Grant income of £604k is available in 2013/14 to manage pressures but, at present, there is no indication this will continue into 2014/15.

The Targeted Support Division is forecasting an underspend in 2013/14 of £1.060m but this is largely as a result of the early achievement of approved savings for 2014/15 which means this is unlikely to continue into 2014/15. Finally, a drawdown of £0.754m will be required from the Children's Services Reserve to achieve a balanced budget position for 2013/14.

2.6 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school aged pupils within the borough. The grant is allocated between the Schools and Centrally Retained budget in agreement with the Schools Forum. The indicative 2012/13 DSG allocation is £218m which is inclusive of pupil premium and sixth form funding.

2.7 Housing and Environment

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	24,040	22,658	22,658
Projected over/(under)spend			-

The Housing and Environment General Fund budget is currently forecast to breakeven. Whilst it is relatively early in the year, there are potential pressures which have been identified within these budgets. It is expected that these pressures will be managed within the service.

The pressures relate mainly to the achievement of Parking Income budget, where early indications show lower than normal issues of PCNs. The service is also undergoing significant system upgrades and structural changes designed to make the service more efficient. The benefits of these changes should start to be realised towards the latter part of the year. The Parking Service is in the process of bidding for additional capital funding which will be invested in schemes to deliver additional income. This would also contribute to mitigating the risk of net spends over budget.

There is potential risk in the Housing General Fund, particularly in relation to the high numbers of homeless placements in Bed and Breakfast accommodation. These placements are a significant cost to the Council due to the cap on benefits on this type of accommodation.

Members agreed a growth of £0.5m as part of 2013/14 budget setting. This has helped the Housing Service mitigate some of this pressure. The pressure is also being mitigated with a number of in-year actions, and there are a number of risks in the deliverability of these which are being monitored closely.

The department started the year with a savings target of £1.67m. A high proportion of the savings will be fully delivered but there is currently an overall pressure of

around £0.044m. This is mainly due to the pressures facing the Environmental Services budget.

The main risks to the forecast position are parking income and temporary accommodation. Both will be monitored closely during the year with forecasts updated as necessary.

There is additional risk within Housing & Environment and the Housing Revenue Account due to the potential impact of Welfare Reform. It is difficult to project the extent of the financial impact at this stage. However, the combination of the bedroom tax, benefit cap and Universal Credit are expected to impact income levels within the HRA as well as possibly leading to more homelessness cases within the General Fund. Particular attention will be given to monitoring income in view of these changes.

2.8 Chief Executive Department

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	19,059	19,705	19,508
Projected (under)spend			(197)

The Chief Executive department has been expanded, to include the former Finance and Resources department.

At this early stage in the financial year, the department is currently projecting a £0.197m underspend. This position is mainly as a result of underspends in the Legal and Democratic Services division and savings arising from the interim shared Chief Executive arrangement with Thurrock Council.

The performance of each division, including potential issues arising and actions being undertaken, are highlighted below.

2.9 Central Expenses

Directorate Summary	2012/13 Outturn	2013/14 Budget	2013/14 Forecast
	£000	£000	£000
Net Expenditure	1,021	5,359	4,359
Projected over/(under)spend			(1,000)
Budget Surplus (Agreed MTFS)		5,234	-
Projected Surplus			(5,234)

There is a (£1m) surplus expected due to the management of our cash balances enabling a lower than budgeted cost to be charged to the General Fund in 2013/14. As planned within the MTFS a budget surplus of £5.2m has been built into the base budget and the current position is projected to meet this target.

2.10 In Year Savings Targets

The delivery of the 2013/14 budget is dependent on meeting a savings target of £19.0m. Directorate Management Teams are monitoring their targets and providing a monthly update of progress which is summarised in the table below. A detailed breakdown of savings and explanations for variances is provided in Appendix B.

Directorate Summary of Savings Targets	Target £000	Forecast £000	Shortfall £000
Adult and Community Services	4,324	3,846	478
Children's Services	2,708	2,708	-
Housing and Environment	1,665	1,621	44
Chief Executive	2,740	2,583	157
Central Expenses	5,192	5,192	-
Total	16,629	15,950	679

2.11 Housing Revenue Account (HRA)

The HRA is currently forecast to breakeven in 2013/14.

The breakdowns of the main offsetting income and expenditure variances are listed below:

Income

There is a favourable net rental surplus of £0.47m forecast, mainly arising from the short term renting of decanted properties for temporary accommodation that would have otherwise remained void pending demolition/refurbishment. This has also improved the void figures.

However, increased voids on garages (£0.147m) as well as the bringing the demolition forward of some estate renewal blocks means that there is a pressure on service charge recovery (£0.487m) more than offsetting the favourable rental income variances above.

The introduction of Welfare Reform this year is expected to increase pressure on the HRA, although it is difficult to project the extent at this stage. The combination of the bedroom tax, benefit cap and Universal Credit are expected to impact income levels. Whilst some provision has been made within the budget through increased bad debt provision, and the availability of discretionary housing payments, the actual position is being monitored closely.

Adding all items together, the net pressure in the income budgets is £0.164m.

Expenditure

It is not possible to provide a full projection on the R&M in-house function for May due to ongoing systems issues. The issues are being resolved by the Service and reporting is anticipated to start from June. The system issues impact the transfer of financial data into Oracle through interface, which means that Oracle does not currently show completed job costs or an accurate position. However, early

indications are that there may be pressures relating to the set up of the DLO in the region of £0.2m (this is currently not in the projection).

There are further pressures in Supervision & Management (S&M) relating to staffing and transport costs. Current projections indicate that expenditure pressures will be managed through underspends on other budgets.

The main risks to the HRA expenditure position are within locality spend and savings delivery. Whilst the service has been aligning itself to provide its services through the locality structures, it has been required to hire additional agency staff and vehicles to cover estate services. Current costs show a possible pressure in the region of £1.3m which will be managed through expenditure savings within the HRA.

As part of the 2013/14 budget agreed by February Cabinet, the service made commitment to deliver value for money savings to the tune of £1.4m from its S&M budget. Of the savings options identified and currently going through validation process, approximately £1m is non-staff related and forecast to be achievable. The remaining £0.4m is subject to staffing restructures and if not delivered will create a pressure.

Other surpluses and underspends, added to the above total gives a net surplus of £164m on expenditure.

HRA Balance

Overall, the HRA is forecasting to breakeven.

The HRA maintains revenue reserves balance of £8.5m. Currently it is anticipated that this will be maintained at £8.5m by the end of 2013/14.

There is a substantial budgeted contribution to capital resources of £35.5m in 2013/14. This may be reviewed to accommodate expenditure pressures.

2.12 Capital Programme

Cabinet approved a budget of £157.818m in Feb 2013. In May and June Cabinet agreed year end roll-forwards and adjustments for 2012/13 of £20.807m resulting in a total budget of £178.625m for 2013/14.

At the end of period 2 budget holders have forecast a number of potential under and overspends in 2013/14 against the revised budget of £178.625m. This is mainly due to a revision in the timescales of capital schemes after a comprehensive exercise was carried out reprofiling some schemes into future years whilst accelerating others in 2013/14. Budgets will be reprofiled accordingly in order to establish and reinforce a robust and deliverable capital programme in future years. The current forecasts are shown below

Directorate Summary of Capital Expenditure	Budget £000	Actual Year to Date £000	Forecast Outturn £000	Projected Variance £000
Adult & Community Services	7,926	178	8,482	556
Children's Services	60,532	1,832	53,192	(7,340)
Housing & Environment (non HRA)	3,174	434	3,361	187
HRA	92,392	1,422	74,455	(17,397)
Finance & Resources	14,601	(380)	14,393	(208)
Total	178,625	3,486	153,883	(24,742)

Cabinet is requested to approve a reprofiling of capital budgets as outlined in Appendix D. This will enable the capital programme to forecast against a deliverable budget in 2013/14 in line with expected project timetables. The revised budget for each Directorate is summarised in the table below:

Directorate Summary of Capital Expenditure	Current Budget £000	Revised Budget £000	Change £000
Adult & Community Services	7,926	8,482	556
Children's Services	60,532	53,192	(7,340)
Housing & Environment (non HRA)	3,174	3,361	187
HRA	92,392	74,455	(17,937)
Finance & Resources	14,601	14,393	(208)
Total	178,625	153,883	(24,742)

Additionally, £0.4m is needed for the Direct Payments Adaptations scheme, to be funded from Corporate Contingency. This will create a base budget enabling people who are not eligible for help via other schemes to arrange basic adaptations for themselves with a maximum grant of £4,000.

Complementary to this, it is proposed to add £0.575m Disabled Facilities Grant received from Communities Local Government for 2013/14, enabling adaptations for people living in privately owned and rented properties.

Furthermore the Department of Health has announced a further allocation of capital monies to support adult social care services. The allocation for Barking and Dagenham is £0.491m in 2013-14 and £0.501m in 2014-15. This new Community Capacity Grant can only be used to support adult social care functions and has a number of grant conditions. It is proposed that these monies are used to improve the social care offer to older people in the borough and the allocation should now be added to the Council's Capital programme. Officers will bring back specific proposals for Member approval in future meetings

2.13 Financial Control

At the end of May all key reconciliations have been prepared and reviewed, and there are no major reconciling items unexplained.

3 Options Appraisal

3.1 The report provides a summary of the financial position at the relevant year end and as such no other option is applicable for appraisal or review.

4 Consultation

4.1 The relevant elements of the report has been circulated to appropriate Divisional Directors for review and comment.

4.2 Individual Directorate elements have been subject to scrutiny and discussion at their respective Directorate Management Team meetings.

5 Financial Implications

5.1 This report details the financial position of the Council.

6 Legal Issues

6.1 Local authorities are required by law to set a balanced budget for each financial year. During the year there is an ongoing responsibility to monitor spending and ensure the finances continue to be sound. This does mean as a legal requirement there must be frequent reviews of spending and obligation trends so that timely intervention can be made ensuring the annual budgeting targets are met.

Background Papers Used in the Preparation of the Report

- Final Revenue and Capital Outturn 2012/13; Cabinet 25 June 2013;
- Budget Framework 2013/14; Cabinet 12 February 2013.

Appendices

- A – General Fund expenditure by Directorate
- B – Savings Targets by Directorate
- C – Housing Revenue Account Expenditure
- D – Capital Programme

GENERAL FUND REVENUE MONITORING STATEMENT
May 2013/14

Directorate	Outturn 2012/13	Original Budget	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000	£000
<u>Adult & Community Services</u>					
Adult Care & Commissioning	43,122	39,149	39,149	39,149	-
Mental Health	3,583	3,197	3,197	3,197	-
Community Safety & Neighbourhood Services	3,665	2,772	2,772	2,772	-
Culture & Sport	9,112	5,966	5,966	5,966	-
Public Health	-	-	-	-	-
Management	1,219	6,145	6,118	6,118	-
	60,701	57,229	57,202	57,202	-
<u>Children's Services</u>					
Education	4,645	1,781	1,781	1,809	28
Targeted Support	11,958	7,987	7,987	6,927	(1,060)
Complex Needs and Social Care	35,312	29,151	29,151	30,087	936
Commissioning and Safeguarding	4,531	3,559	3,586	3,579	(7)
Other Management Costs	13,002	25,449	25,449	25,552	103
	69,448	67,927	67,954	67,954	-
<u>Children's Services - DSG</u>					
Schools	195,018	171,315	171,315	171,315	-
Early Years	4,621	16,285	16,285	16,285	-
High Needs	12,489	24,407	24,407	24,407	-
Non Delegated	2,508	2,850	2,850	2,850	-
Growth Fund	688	3,070	3,070	3,070	-
School Contingencies	1,544	-	-	-	-
DSG/Funding	(216,868)	(217,927)	(217,927)	(217,927)	-
	-	-	-	-	-
<u>Housing & Environment</u>					
Environment & Enforcement	21,858	20,378	20,443	20,443	-
Housing General Fund	2,182	2,215	2,215	2,215	-
	24,040	22,593	22,658	22,658	-
<u>Chief Executive Services</u>					
Chief Executive Office	(225)	(597)	(597)	(682)	(85)
Marketing & Communications	(51)	-	-	-	-
Policy & Performance	(103)	-	-	-	-
Legal & Democratic Services	305	410	410	324	(86)
Human Resources	(7)	-	-	-	-
Finance	(861)	(124)	(124)	(124)	-
Corporate Management	2,956	4,352	4,352	4,326	(26)
Regeneration & Economic Development	3,853	3,145	3,145	3,145	-
Assets & Facilities Management	1,146	1,153	1,097	1,097	-
Customer Services, Contracts & Business Improvement	12,046	11,422	11,422	11,422	-
	19,059	19,761	19,705	19,508	(197)
<u>Other</u>					
Central Expenses	(7,921)	(4,299)	(4,261)	(5,261)	(1,000)
Levies	8,942	9,620	9,620	9,620	-
Budget Surplus (Agreed MTFS)	-	5,281	5,234	-	(5,234)
	1,021	10,602	10,593	4,359	(6,234)
TOTAL	174,269	178,112	178,112	171,681	(6,431)

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GENERAL FUND SAVINGS MONITORING STATEMENT**May 2013/14****Adult and Community Service**

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
ACS/SAV/01	Community Cohesion and Equalities Team - reduced voluntary sector function	Variance due to April payroll costs, all staff have now moved or left	229	216	13
ACS/SAV/02	Statutory Social Care & Complaints - reorganisation of the team	Team deleted and residual post moved to Children's Services	85	85	0
ACS/SAV/03	Occupational Therapy and Sensory Services Team - reorganisation of the team	Posts deleted prior to April	186	186	0
ACS/SAV/04	Drug & Alcohol Services - a reduction in support service to drug and alcohol users	Budget earmarked for Tier 4 Rehab, funding for which can be sought from NHS, analysis underway to confirm status	165	0	165
ACS/SAV/05	Youth Offending - Reduction in work to prevent young people becoming involved in crime and disorder and reoffending	Necessary changes made to deliver saving	50	50	0
ACS/SAV/06	Withdraw or reduce Domestic Violence service	Now funded by Public Health Grant	211	211	0
ACS/SAV/07	Reduction in voluntary sector grants and commissions	Necessary changes made to deliver saving	110	110	0
ACS/SAV/10 (a)	Free Leisure Offer - fund service from the Public Health Grant	Now funded by Public Health Grant	130	130	0
ACS/SAV/10 (b)	Active Age Centres - fund service from the Public Health Grant	Now funded by Public Health Grant	150	150	0
ACS/SAV/10 (c)	Advice, Information and Support for people with HIV/Aids provided by Positive East - fund service from the Public Health Grant	Now funded within Sexual health services in Public Health	49	49	0

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
ACS/SAV/10 (d)	Alcohol Co-ordinator - fund service from the Public Health Grant	Now funded by Public Health Grant	42	42	0
ACS/SAV/10 (e)	Floating Support for Homeless People - reduce capacity on the contract by £50k	Necessary changes made to deliver saving	50	50	0
ACS/SAV/10 (f)	Specialist employment support for people with mental health needs	Saving to be delivered by external funding from CCG, amount of funding to be confirmed	100	92	8
ACS/SAV/10 (g)	Decommission 6 beds of accommodation based support for 16 - 18 year olds at the Vineries (and possible transfer of accommodation to Children's Services)	Contracts renegotiated with providers in order to deliver saving	40	40	0
ACS/SAV/10 (h)	Supporting Employment Opportunities for People with Drug and Alcohol problems	Necessary changes made to deliver saving	33	33	0
ACS/SAV/10 (i)	Domestic Violence - cessation of Refuge Floating Support contract	Necessary changes made to deliver saving	105	105	0
ACS/SAV/10 (j)	Delete Administrator post in the Adult Safeguarding Team	Vacant post held, forms in process to delete post from HR establishment	39	39	0
ACS/SAV/10 (k)	DV and Hate Crime Strategy Manager - reduce post to 0.6 FTE	Now funded by Public Health Grant	21	21	0
ACS/SAV/10 (l)	Delete post supporting administration of the Learning Disability Partnership Board	Post deleted	28	28	0
ACS/SAV/10 (m)	Cessation of Service Development Budget for Older People	Necessary changes made to deliver saving	30	30	0
ACS/SAV/10 (n)	Maximising Grant Flexibilities	Necessary changes made to deliver saving	64	64	0
ACS/SAV/12	Management Reductions (reduce social care GM)	Post will be vacant before September to deliver the half-year saving	40	40	0
ACS/SAV/17	Reduce hospital social work team	2 Posts deleted, grade of deleted posts to be checked	84	84	0
ACS/SAV/18	Kallar Lodge staff reduction	Awaiting confirmation of deleted post from manager	23	0	23

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
ACS/SAV/19	Reduce business support in Adult Social Care	Savings will be delivered be deletion of Sc 6 post cf32k in June	15	15	0
ACS/SAV/20	Delete Arts Team	Post deleted no additional staff costs	25	25	0
ACS/SAV/24	End support to the Create Festival	Contribution to this festival will not be made	25	25	0
ACS/SAV/27	Review CCTV monitoring	Analysis to be completed to assess achievement of saving	153	0	153
ACS/SAV/28	Reduce strategic commissioning posts	Post deleted	28	28	0
ACS/SAV/29	Reduce dedicated support to service users and carers	Post deleted	19	19	0
ACS/SAV/32	Summers Sorted Holiday Activity Programme	Now funded by Public Health Grant	30	30	0
Feb 2012 Assembly	Non Staffing Supplies & Services Budgets	Saving assigned to grant allocation	90	90	0
Feb 2012 Assembly	Remodelling homecare services in line with the principles of personalisation	Restructure of service underway and monitored by choice & control group	100	100	0
Feb 2012 Assembly	Revisions to pricing framework for Care Home Placements	Savings factored into revised care placements budget and forecast	20	20	0
Feb 2012 Assembly	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	80 Gascoigne Rd works nearly complete, level of savings achievable tbc	75	0	75
Feb 2012 Assembly	Reconfiguration of mental health services	2 posts are being held vacant, awaiting deletion from HR establishment	100	100	0
Feb 2012 Assembly	Commissioning Contracts & Purchase Savings	Necessary changes made to deliver saving	250	250	0
Feb 2012 Assembly	Changes to grants to voluntary organisations	Necessary changes made to deliver saving	215	215	0
Feb 2012 Assembly	Remodel of learning disability day, volunteering and employment services	Remodelling of service in process, 2013/14 saving delivered from commissioning budgets	100	100	0
Feb 2012 Assembly	Broadway theatre	Broadway expenditure expected to be contained within remaining budget	100	100	0
Feb 2012 Assembly	Closure of Goresbrook Leisure Centre	Any costs associated with Goresbrook prior to sale to be held against capital receipt.	371	371	0

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
Feb 2012 Assembly	Olympic unit	Olympic Unit deleted December 2012	218	218	0
Feb 2012 Assembly	Changes to the public events programme	Operational budget has been deleted leaving no budget for programmes in 2013/14, this will leave a budget pressure due to commitments to deliver St. Georges day and classical concert events	90	60	30
Feb 2012 Assembly	Expanding commercial opportunities at heritage venues	Income shortfall in 2012/13 prior to this additional target was not met. Service is reviewing its commercial strategies to try and meet targets	10	0	10
Feb 2012 Assembly	Libraries Review	Castle Green and Markyate libraries have been closed in 2012/13 so no costs expected against these In 2013/14	226	226	0
Total Adult & Community Services			4,324	3,846	478

Children's Services

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
CHS/SAV/01	Early Years - Changes to the delivery format of Phase 3 Children's Centres	On Target	500	500	0
CHS/SAV/02	Integrated Youth Service - Reduction in staff and commissioning	On Target	100	100	0
CHS/SAV/03	Borough Apprenticeship Scheme - Removal of apprenticeship wage subsidy to departments and reduction in 14-19 staffing	On Target	100	100	0
CHS/SAV/04	Education - school improvement - retirement and efficiency savings	On Target	25	25	0
CHS/SAV/05	Education - School Estates Team (capitalisation)	On Target	75	75	0
CHS/SAV/06	Education - Reduction of £100k in Education Inclusion	On Target	50	50	0
CHS/SAV/08	Commissioning & Safeguarding - Transfer of costs to catering traded services account as an overhead	On Target	50	50	0
CHS/SAV/10 (a)	Targeted Support - Reduction in repairs, maintenance and equipment budgets	On Target	300	300	0
CHS/SAV/10 (b)	Troubled Families Co-ordinator funding - For 2012/13, 13/14 and 14/15 (non-recurrent)	On Target	100	100	0
CHS/SAV/10 (c)	Commissioning - Youth Access card to be transferred to Public Health Grant	On Target	150	150	0
CHS/SAV/10 (d)	Commissioning - Misc budget savings	On Target	45	45	0
CHS/SAV/10 (e)	Education - Deletion of 1 Attendance Officer (vacant following resignation) and 1 Admin Support	On Target	50	50	0
CHS/SAV/10 (f)	Social Care and Complex Needs - Additional EP income	On Target	80	80	0
CHS/SAV/10 (g)	Efficiencies within Prevention - Long Term Care	On Target	120	120	0
CHS/SAV/10 (h)	Maximising of grant flexibilities	On Target	5	5	0

Ref:	Detail	Current Position	Target	Forecast	Variance
CHS/SAV/11	Adoption - Reduction in use of independent social workers	On Target	70	70	0
CHS/SAV/12	Complex Needs and Social Care, Assessment and Care Management.	On Target	60	60	0
CHS/SAV/15	School Estate Management - reduce to statutory only posts, and charge for lead manager from capital funding	On Target	45	45	0
CHS/SAV/17	Inclusion Services - Further reduce central support team, would only be funded from DSG but schools may feel not equipped to manage complex special needs - potential impact is increased SEN costs	On Target	35	35	0
CHS/SAV/20	Youth Service - Reduce to statutory provision only	On Target	140	140	0
Feb 2012 Assembly	Prevention/Crisis Intervention/ Family Group Conferencing Merger of the three preventative services to create efficiencies	On Target	50	50	0
Feb 2012 Assembly	CAMHS Schools Counselling contract ending that will not be renewed and reduction in primary and emotional team	On Target	100	100	0
Feb 2012 Assembly	Disabled Children's Team - Contribution from short breaks funding on mainstreamed into base budget	On Target	100	100	0
Feb 2012 Assembly	Adult College - contribution from the College towards management costs / overheads	On Target	100	100	0
Feb 2012 Assembly	Education Inclusion/School Improvement - Staffing Review and Reductions	On Target	100	100	0
Feb 2012 Assembly	School Improvement Income - Raising the SLA income - charging Schools for services/Other Local authorities	On Target	50	50	0
Feb 2012 Assembly	Training Reductions	On Target	23	23	0
Feb 2012 Assembly	Reduction of Management costs in the Multi-agency Locality Teams	On Target	55	55	0
Feb 2012 Assembly	Portage Amalgamation	On Target	30	30	0
Total			2,708	2,708	0

Housing and Environment

Ref	Detail	Current Position	Target £000	Forecast £000
H&E/SAV/01(a)	Catering income from Parks	Service manager currently working to implement, not yet up and running.	20	20
H&E/SAV/01(b)	Park Ranger Services	Restructure Complete	260	260
H&E/SAV/02	Street Lighting - Energy efficiency savings	Complete	52	52
H&E/SAV/03	Rationalisation of recharges to the HRA - Street Lighting	Complete	200	180
H&E/SAV/04	Review of road safety service / schools crossings patrols	Complete	80	80
H&E/SAV/07	Cessation of night time cleansing	Night cleaning service still ongoing, however, alternative posts have been reduced to accommodate	210	210
H&E/SAV/09	Consolidation of Transport & Plant - 5% efficiency savings on kit, fuel & vehicle use	Reconciliation work in process to identify all kit in the department	120	120
H&E/SAV/11	Land Drainage - Efficiency saving on maintenance budget	Complete	60	60
H&E/SAV/12	Decommission of Depots	Likely to be achieved by closing of Parsloes depot.	40	40
H&E/SAV/15	Recharge GF works to the Parking Account	Linked to capital strategy; report being prepared for July Cabinet to agree funding.	150	150
H&E/SAV/18	Reduction in Environmental Enforcement	Complete	140	140
H&E/SAV/21	Introduce charging for a bulky waste collection service	Complete	55	55
Feb 2012 Assembly	Transport savings from adjustments for affordability and reductions in use of buses	Dependent on ACS reducing the number of journeys required, but currently still requesting same number of routes.	100	100
Feb 2012 Assembly	Reduced mowing to create naturalised environment	Original figures from 'confirm' are now inaccurate, so the actual savings	32	32

Ref	Detail	Current Position	Target	Forecast
		will need to be delivered in a different way.		
Feb 2012 Assembly	Making Parks more commercially sustainable	Parking charges in Parks not being implemented (£9K) as per members decision, Grazing and Education at Millennium Centre not achievable (£4.5k), only half of Bowling Greens savings and 'Golfwise' achievable (i.e.£25k) as original costings from 'Confirm' now inaccurate, Income from Lakes, Tennis and Education and Concessions achievable. Non-essential spend put on hold to cover the deficit.	96	72
Feb 2012 Assembly	Efficiencies within Parking services processes	Complete	50	50
Total			1,665	1,621

Chief Executive

Ref:	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
FIN&RES/SAV/01	Regeneration - Transport Planning. Increase the LIP top slice in 2013/14	Achieved	25	25	0
FIN&RES/SAV/06	Efficiencies through implementation of Oracle R12	Achieved	200	200	0
FIN&RES/SAV/10	Reduction in ex Asset & Commercial Services central budgets i.e. supplies & services budgets, training budget reduction and other uncommitted budgets after Elevate transfer	Achieved	120	120	0
FIN&RES/SAV/12	Internal Audit - Removal of special projects provision	Achieved	26	26	0
FIN&RES/SAV/13	Risk Management - Staffing reductions	Achieved	31	31	0
FIN&RES/SAV/14	Reduction in C/M Unit budget	Achieved	100	100	0
FIN&RES/SAV/15	Deletion of a Project & Technical officer post - PO4	Achieved	47	47	0
FIN&RES/SAV/16	Transfer of Assets and Facilities Management Group into Elevate, with savings as a result of management and service restructure	Proposal to deliver this savings changed from transfer of the service to Elevate, to some services being transferred to H&E. At present only £150k of the savings has been identified and the division is currently confirming details of achieving the rest. The division is currently absorbing the shortfall.	300	150	150
FIN&RES/SAV/17	Increased charging of Economic Development & Sustainable Communities staff time to the HRA	Achieved	153	153	0
FIN&RES/SAV/18	Merger of the Corporate Client and Capital Delivery Teams	Achieved	125	125	0
FIN&RES/SAV/22	Regeneration - Deletion of one Development Management post	Achieved	38	38	0

Appendix B

Ref:	Detail	Current Position	Target £000	Forecast £000	Variance £000
CEX/SAV/01	CE Office - Reduction in supplies and services and third party payments	Achieved	30	30	0
CEX/SAV/02	Policy & Performance -Reduction in supplies and services, and one PO2 post from the team	Policy restructure completed	102	102	0
CEX/SAV/05	Marketing & Communications - Further reductions in supplies & services; and increased income generation from external suppliers	Achieved	100	100	0
CEX/SAV/06	Legal & Demo - Reduction in employee budgets, and increase in income	Achieved	100	100	0
CEX/SAV/08	Chief Executive Review	Achieved – Savings have been identified and a report submitted to PASSC on the delivery of this savings.	622	622	0
CEX/SAV/10	Policy - Further reduction and sharing of Service	Achieved through centralising Policy officers across the Council Departments	80	80	0
CEX/SAV/11	Cease publication of the News	Achieved – Publication has ceased.	60	60	0
CEX/SAV/12	Legal - Reduction in employee budgets / further sharing with Thurrock Council	Achieved through further sharing of GM posts in Legal	54	54	0
Feb 2012 Assembly	Savings in Sustainable Communities/ Economic Development area	Achieved	40	40	0
Feb 2012 Assembly	Reduction in accommodation costs through the Modern Ways of Working project	Some buildings closed and some yet to be closed	226	226	0
Feb 2012 Assembly	Restructure of Senior Managers	Achieved	68	68	0
Feb 2012 Assembly	Merge Payroll and HR Support (within Elevate)	Achieved	86	86	0
Total			2,740	2,583	157

HOUSING REVENUE ACCOUNT MONITORING STATEMENT

May 2013/14

HOUSING REVENUE ACCOUNT	Outturn 2012/13	Original Budget	Revised Budget	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000	£000
Rents	(83,901)	(86,627)	(86,627)	(87,097)	(470)
Non Dwelling Rent	(2,489)	(2,503)	(2,503)	(2,355)	148
Other Income	(19,785)	(17,530)	(17,530)	(17,042)	488
Capitalisation of Repairs	(2,700)	(1,000)	(1,000)	(1,000)	-
Repairs and Maintenance	22,960	20,000	20,000	20,000	-
Supervision and Management	37,363	37,025	37,025	38,288	1,263
Rent Rates and Other	443	700	700	700	-
Bad Debt Provision	632	3,159	3,159	3,159	-
Interest Charges	9,294	9,759	9,759	9,759	-
Corporate & Democratic Core	811	811	811	811	-
Interest	(642)	(336)	(336)	(336)	-
Revenue Contribution to Capital & Depreciation	11,345	35,542	35,542	34,113	(1,429)
Service Transformation		1,000	1,000	1,000	-
Repayment of Debt					
Transfer to Major Repairs Reserve	26,342				
Subsidy Limitation	135				
Contribution to HRA Reserve	(192)	-	-	-	-

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2013/2014 CAPITAL PROGRAMME

Project No.	Project Name	Budget as agreed at Feb 2013 Cabinet	12/13 Roll Forwards Approved by Cabinet May 2013	Change to Roll-Forward Request (Diff May - June) June 2013	Current Budget 2013/14	Revised Budget 2013/14 Reprofiled
Adult & Community Services						
Adult Social Care						
2872	Fews Lodge Extra Care Scheme		0			
2913	80 Gascoigne Road Care Home		197,809		197,809	197,809
2888	Direct Pymt Adaptations		0			
100	Disabled Adaptations (HRA)	0				582,902
106	Private Sector Households		0			
105	Private Sector Households (105)		0			(26,810)
Culture & Sport						
1654	Ripple Hall (St Georges/Vol Group Relocation)		1,500		1,500	1,500
191	Eastbury House		3,198		3,198	3,198
2233	Valence Site Redevelopment		18,880		18,880	18,880
2266	Barking Park Restoration & Improvement		100,247		100,247	100,247
2768	Abbey Sports Centre (Wet Side Changing Areas)		3,004		3,004	
2603	Becontree Heath Leisure Centre		153,655		153,655	159,170
2815	Goresbrook Leisure Centre - Olympic Training Venue		2,511		2,511	
2855	Mayesbrook Park Athletics Arena		251,465		251,465	251,465
2870	Barking Leisure Centre 12-14	5939000	1,254,859		7,193,859	7,193,859
Total For Adult & Community Services		5,939,000	1,987,128		7,926,128	8,482,220
Children's Services						
Primary Schools						
2365	Gascoigne Primary		-169		(169)	
2555	Eastbury		108,431	-75,954	32,477	32,477
2735	Cambell Inf School Expansion		-438		(438)	
2736	Roding Primary School - Cannington Road Annex		146,939		146,939	146,939
2745	George Carey CE Primary School (formerly Barking Riverside Primary)		932,700		932,700	932,700
2759	Beam Primary Expansion		81,668		81,668	81,668
2799	St Joseph's Primary - expansion		82,503		82,503	82,503
2800	St Peter's Primary - expansion		33,869		33,869	33,869
2776	Thames View Infants - London TG Agreement		39,937		39,937	39,937
2787	Cambell Junior - Expansion & Refurb		18,064		18,064	17,626
2786	Thames View Juniors - Expansion & Refurb		366,772		366,772	333,772
2784	Manor Longbridge (Former UEL Site)		-29,201		(29,201)	(29,201)
2789	Westbury - New Primary School		-419		(419)	(419)
2790	St Georges - New Primary School		-7,615		(7,615)	25,385
2860	Monteagle Primary (Quadrangle Infill)	50,000	45,696		95,696	95,696
2861	Eastbury Primary (Expansion)	345,000	528,012		873,012	873,012
2862	Gascoigne Primary (Expansion)		-311,037		(311,037)	988,963
2863	Parsloes Primary (Expansion)	50,000	-910		49,090	49,090
2864	Godwin Primary (Expansion)	1,150,000	524,018		1,674,018	1,674,018
2865	William Bellamy Infants/Juniors (Expansion)	1,650,000	589,190		2,239,190	2,239,190
2866	Dagenham Village Rectory Road Library (Expansion)		200,000		200,000	
2867	Southwood Primary (Expansion)	50,000	-36,837		13,163	13,163
2900	Becontree Primary Expansion		41,890		41,890	41,890
2924	St Josephs Primary Extn		352,092		352,092	352,092
2918	Roding Cannington 2013-15		-498,849		(498,849)	1,511,151
2919	Richard Alibon Expansion		41,133		41,133	41,133
2920	Warren/Furze Expansion		72,825		72,825	72,825
2921	Manor Infant Jnr Expansion		65,630		65,630	65,630
2922	Valence Halbutt Expansion		-100,878		(100,878)	1,649,122
2923	Rush Green Expansion		15,000		15,000	15,000
2956	Marsh Green Primary 13-15					
2957	John Perry School Expansion 13-15					
2958	Fanshawe Adult College Refurb 13-15					
2960	Parsloes Fanshawe Primary Expansion 13-15					
2967	Warren Junior School					
Other Schemes						
UAC12	New Capital Allocation - Implementation of early education for 2 year olds		889,302		889,302	889,302
2793	SMF - School Modernisation Fund		212,416		212,416	212,416
2742	Youth Access Card					
2751	School's Kitchen Extension/Refurbishment 10/11		11,556		11,556	11,556
2724	Basic Needs Projects (formerly Additional School Places)2011/12		231,226		231,226	231,226
2581	Schools Legionella Works					

2013/2014 CAPITAL PROGRAMME

Project No.	Project Name	Budget as agreed at Feb 2013 Cabinet	12/13 Roll Forwards Approved by Cabinet May 2013	Change to Roll-Forward Request (Diff May - June) June 2013	Current Budget 2013/14	Revised Budget 2013/14 Reprofiled
2808	Schools L8 Water Quality Remedial Works 2010/11		-1,811		(1,811)	(1,811)
2809	Schools Reboiler & Repipe Fund		-9,730		(9,730)	(9,730)
2826	512a Heathway - Conversion to a Family Resource		46,222		46,222	38,171
2878	512a Heathway (phase 2)- Conversion to a Family Resource with additional teaching space		7,222		7,222	7,222
9999	Devolved Capital Formula		1,019,545	-352,174	667,371	1,019,545
2601	Renewal School Kitchens 2009/10					
2753	Cross-Government Co-Location Fund					
2906	School Expansion SEN Projects	700,000	162,722		862,722	862,722
2909	School Expansion Minor Projects	650,000	-177,027		472,973	472,973
2929	SMF 2012/13	1,125,000	544,412		1,669,412	1,600,303
2968	Capital Works (Devolved Funds)			-1,409,432	(1,409,432)	(1,409,432)
Children Centres						
2310	William Bellamy Childrens Centre		20,932	-14,474	6,458	6,458
2311	Becontree Childrens Centre		232,319	-232,319		
2217	John Perry Childrens		14,698	-5,079	9,619	9,619
2651	Alibon Childrens Centre		-8,812		(8,812)	(8,812)
2739	Gascoigne Community Centre		-8,051		(8,051)	
Secondary Schools						
UAC1	New Schools Places - Primary	7,395,000	503,000		7,898,000	35,898,236
UAC2	New School Places - Various Schools/New Schools		182,635		182,635	
UAC3	New Schools Places - Various Schools/New Schools	11,800,000			11,800,000	
UAC4	New Schools Places - Various Schools/New Schools	31,600,000	250,000		31,850,000	
UAC5	Provision of School Places (Basic Needs) Contingency		752,304		752,304	752,304
2818	Sydney Russell - Schools For The Future		-1,550,511	306,635	(1,243,876)	(1,243,876)
2825	Dagenham Park School		-36,277		(36,277)	(36,277)
2859	Robert Clack Expansion		496		496	
2932	Trinity 6th Form Provison		-237,245		(237,245)	
2952	Barking Abbey Expansion 13-15					
2953	All Saints Expansion 13-15		-112,399		(112,399)	
2954	Jo Richardson Expansion 13-15					
2955	Barking Riverside City Farm		-408,617		(408,617)	2,591,383
2959	Robert Clack Expansion 13-15					
2966	Eastbrook Comprehensive School					
Skills, Learning & Enterprise						
2723	Advanced Skills Centre	22,585	-103,036		(80,451)	(80,451)
Total For Children's Services		56,587,585	5,727,507	-1,782,797	60,532,295	53,192,278
Housing and Environment						
Non-HRA Housing						
2570	Housing Modernisation Programme		10,893		10,893	0
Environmental Services						
2288	Land Quality Inspection Programme		17,506		17,506	0
2764	Street Light Replacing		210,869		210,869	210,869
2842	Flats recycling banks scheme		-3,800	-3,800	(7,600)	
2777	SNAPS		46,645		46,645	
2873	Environmental Improvements and Enhancements		-50,119		(50,119)	6,432
2894	Road Safety Impv Sch Year 2 (TFL)		-16,800	-59,327	(76,127)	
2964	Road Safety Impv 2013-14 (TFL)					98,400
2887	Frizlands Wkshp Major Wks		145,447		145,447	145,447
2886	Parking Strategy Imp		-342,614		(342,614)	(342,614)
2907	Leys Road Reconstruction 12-13		3,533		3,533	
2908	Brown Wheeled Bins Recycling		-32,423		(32,423)	(32,423)
2930	Highways Improvement Programme	3,000,000	-46,506		2,953,494	2,953,494
PGSS						
2421	Staff Costs 12/14	38,500	-284		38,216	38,216
2423	Pondfield Park			42	42	
2567	Abbey Green Park Development		8,913		8,913	8,913
2604	Valence Park Improvements		512		512	
2326	BTC Public Art Project		2,298		2,298	
2817	Mayesbrook Park Improvements (Phase 1)		67,459		67,459	67,459
2911	Quaker Burial Ground	52,500	7,500		60,000	60,000
2912	Barking Park Tennis Project		40,531		40,531	40,531
2948	Abbey Green- Churchyard Wall		64,959		64,959	64,959
2925	Adizone Project 12-13		10,000		10,000	40,949

2013/2014 CAPITAL PROGRAMME

Project No.	Project Name	Budget as agreed at Feb 2013 Cabinet	12/13 Roll Forwards Approved by Cabinet May 2013	Change to Roll-Forward Request (Diff May - June) June 2013	Current Budget 2013/14	Revised Budget 2013/14 Reprofiled
2879	Barking Park Light Railway & Rowing Boat Equipment	28,097			28,097	
Total For Housing & Environment		3,119,097	117,709	(63,085)	3,173,721	3,360,632
Resources						
Asset Strategy						
UAC6	Local Implementation Plan (LIP2)	2,130,000			2,130,000	
UAC8	Asset Management Plans (All Directorates)	1,000,000			1,000,000	1,000,000
UAC7	Corporate Accommodation Strategy	1,559,120			1,559,120	
2741	L8 Control of Legionella Remedial Works	97,898	17,841		115,739	60,000
2578	Asbestos (Public Buildings)		0			10,000
2771	Automatic Meter Reading Equipment	70,000	24,481		94,481	31,494
2587	Energy Efficiency Programme		86,173		86,173	86,173
2542	Backlog Capital Improvements	391,451	307,660		699,111	744,850
2565	Implement Corporate Accommodation Strategy		-895,578		(895,578)	663,542
ICT						
2623	Microsoft Enterprise Agreement		88,794		88,794	88,794
2738	Modernisation & Improvement Capital Fund		1,698,698		1,698,698	1,698,698
2877	Oracle R12 Joint Services		2,632,746	-462	2,632,284	2,632,284
Regeneration						
2458	New Dagenham Library & One Stop Shop		73,666		73,666	73,666
2596	Legi Business Centres	234,370	262,250		496,620	159,978
2717	Outer London Fund (formerly Retail Premises Improvements)			-11,642	(11,642)	
2969	Economic Development Growth Fund					325,000
2775	BTC Public Realm - Tsq & Abbey		24,771		24,771	24,771
2625	Thames View Regen Initiative		21,499		21,499	21,499
2819	London Road/North Street Site Acquisitions		-257,359		(257,359)	257,359
2831	Barking Station Forecourt - Phase 2 Implementation (TFL & S106)		0			
2821	Shopping Parade Enhancements		77,341		77,341	365,341
2854	Improvements to the rear of The Mall, Dagenham Heathway		170,009		170,009	170,009
2901	Creekmouth Arts & Heritage Trail		50,000		50,000	50,000
2902	Short Blue Place (New Market Square Barkin - Phase II)		158,469		158,469	158,469
2926	Outer London Fund Round 2		119,834		119,834	119,834
2927	Chequers/Abbey Road Public Realm improvements		391,677		391,677	391,677
2928	Captain Cook Site Acquisition and Public Realm Works (Abbey Leisure Centre)		331,296		331,296	50,000
2840	Car Club Expansion (TFL)		0			
2841	Biking Borough Initiative (TFL)		0			91,200
2891	Merry Fiddlers Jnct Imp Year 2 (TFL)		0			384,000
2892	Cycling Greenways Year 2 (TFL)		0			96,000
2895	Chadwell Heath Station Impv (TFL)		0			288,000
2898	Local Transport Plans (TFL)		0			96,000
2899	River Roding Cycle Link / Goresbrook Park Cycle Links		0			192,000
2962	Principal Road Resurfacing 2013-14 TfL	450,000	162,457		612,457	530,137
2963	Mayesbrook Neighbourhood Improvements (DIY Streets) 2013-14					288,000
2965	Safer & Smarter Travel Plans 2013-14 (TfL)					111,360
2910	Barking Stn Parade Assessment		60,000		60,000	60,000
2914	Barking Job Shop Relocation		73,003		73,003	73,003
UAC9	Capitalisation of Redundancies	3,000,000			3,000,000	3,000,000
Total For Resources		8,932,839	5,679,728	(12,104)	14,600,463	14,393,138
Grand Total General Fund		74,578,521	13,512,072	(1,857,986)	86,232,607	79,428,268

HRA						
UAC11	HRA - Business Plan to be allocated	36,724,272	963,635		37,687,907	
UAC10	Boroughwide Estate Renewal - Decants and Leaseholder Buyback	6,670,018			6,670,018	
104	Housing Futures		1,469,175	-1,163	1,468,012	
100	HRA Disabled Adaptation	600,000			600,000	
2637	DH works Framework contracts				84	
2640	MAJOR WORKS (R&M) PROJ.		0			1,000,000
2641	Heating works (Thaxted, Maxey & Humphries Houses)		1,879		1,879	
2645	Planning and Contingencies	1,750,000	50,084	-134,889	1,665,195	519,084

2013/2014 CAPITAL PROGRAMME

Project No.	Project Name	Budget as agreed at Feb 2013 Cabinet	12/13 Roll Forwards Approved by Cabinet May 2013	Change to Roll-Forward Request (Diff May - June) June 2013	Current Budget 2013/14	Revised Budget 2013/14 Reprofiled
2725	Extensions and deconve		12,917		12,917	12,917
2726	External Enveloping Work		266,239		266,239	251,244
2727	CHP Programme		24,291		24,291	
2728	Electrical Switchgear Project		97,685		97,685	97,685
2729	Lifts Replacement		-5,000		(5,000)	
2730	Sheltered Alarms Upgrade		-137,874		(137,874)	
2731	Colne & Mersea Blocks		-35,868		(35,868)	187,500
2734	SAMS formerly remote concierge		52,296		52,296	
2757	Council Housing - New Builds		235,478		235,478	235,478
2772	King William St Qtr		77,070		77,070	97,879
2773	New Build phase 2 & 3		225,365		225,365	225,365
2811	Capitalised Improvement Works	224,000	34,742		258,742	360,000
2813	Estate Improvement Project		-29,718		(29,718)	600,000
2822	Communal Lighting and Electrical Switchgear		87,930		87,930	87,930
2823	New Council Housing Phase 3		1,304,874		1,304,874	1,000,000
2824	Oldmead & Bartlett Remedial Works		19,964		19,964	5,000
2844	Door Entry Project 11/12		622,224		622,224	1,200,000
2845	External Enveloping & Fire proofing project (including walkways)		840,008		840,008	1,200,000
2846	Defective Overflow Works		14,894		14,894	7,589
2847	Central Heating Installation inc. Communal Boiler Replacement		302,739		302,739	302,739
2848	Kitchen & Bathroom Replacement Project		103,829		103,829	64,000
2849	High Rise Surveys	746,710	-58,862		687,848	392,000
2850	Capitalised Improvement Works (Estates)	250,000	208,000		458,000	158,000
2852	Adaptations - Housing	200,000	7,220		207,220	120,220
2853	Estate Improvements		-205,949		(205,949)	
2880	Central Heating Installation Phase 2 (Enhanced)		14,239		14,239	14,239
2881	Kitchen , Bathroom, Central Heating and Re-wiring (Enh)		73,839		73,839	73,839
2882	Electrical Rewiring (Enhanced)		233,871		233,871	12,021
2933	Voids 12-14	4,900,000	-723,750		4,176,250	1,500,000
2934	Roof Replacement Project	7,740,000	196,596		7,936,596	2,000,000
2935	Internal Works Multiple Elmnts	4,900,000	-431,868		4,468,132	8,000,000
2936	Rewiring (incl Smoke Alarms)	1,000,000	-22,376		977,624	1,000,000
2937	CCTV/SAMS Phase 2	735,000	15,000		750,000	315,000
2938	Fire Safety Works	850,000	138,060		988,060	488,060
2939	Riverside House Refurb	700,000	95,500		795,500	2,300,000
2940	Door Entry Project 12/13 Phase II	950,000	30,650		980,650	980,650
2941	Renewables (PVs) & CESP's additional External Enveloping Works	1,900,000	26,732		1,926,732	1,926,732
2942	Travellers Site Refurbishment	140,000	36,682		176,682	237,000
2943	Asbestos Removal (Communal Areas only)	970,000	30,000		1,000,000	500,000
2944	R& M Set up Costs		129,468		129,468	3,129,468
2945	Street Properties Acquisition	2,000,000	266,939		2,266,939	1,266,939
2946	Older Persons Housing Strategy Phase 1	500,000			500,000	400,000
2947	External & Internal Lobby Refurb Programme PP		32,610		32,610	32,610
2949	External Enveloping incl. Walkways Phase II	4,900,000	22,863		4,922,863	1,422,863
2950	Central Heating Installation Inc. Communal Boiler Replacement Phas	2,940,000	2,874		2,942,874	1,942,874
2951	Electrical Switchgear inc. Communal & Emergency Lighting Phase II	950,000	33,158		983,158	483,158
2820	Boroughwide Estate Renewal - Gascoigne Decants		55,541		55,541	968,259
2828	Boroughwide Estate Renewal - Leys Decants		-81,385		(81,385)	168,072
2829	Boroughwide Estate Renewal - Goresbrook Village Decants		-30,287		(30,287)	50,000
2856	Boroughwide Est Renewal - Leaseholders Buybacks (all)		1,381,815		1,381,815	2,834,035
2857	Boroughwide Est Renewal - Resources/Masterplanning		281,766		281,766	1,198,160
2858	Boroughwide Est Renewal - Demolition		971,447		971,447	3,894,500
2915	Boroughwide Estate Renewal - Althorne Way		35,111		35,111	171,000
2916	Lawns & Wood Lane Dvlpmnt		-941,987		(941,987)	7,003,182
2917	Abbey Road CIQ		493,250		493,250	13,493,250
2931	Leys New Build Dev (HRA)		372,788		372,788	2,654,788
2961	Goresbrook Village Housing Development 13-15					3,270,000
2970	Marks Gate Open Gateway Regen Scheme					2,600,000
HRA:TBF	To be funded by					
Grand Total HRA		83,240,000	9,288,413	(136,052)	92,392,361	74,455,245
TOTAL CAPITAL PROGRAMME		157,818,521	22,800,485	-1,994,038	178,624,968	153,883,513

CABINET

23 July 2013

Title: Future Management Arrangements for the Library Service	
Report of the Leader of the Council	
Open Report	For Decision
Wards affected: All	Key Decision: Yes
Report Author: Paul Hogan, Divisional Director of Culture and Sport	Contact Details: Tel: 020 8227 3576 E mail: paul.hogan@lbbd.gov.uk
Accountable Divisional Director: Paul Hogan, Divisional Director of Culture and Sport	
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary</p> <p>When it set the budget for 2014/15, the Council agreed a saving of £593,000 from the library service.</p> <p>Specific options for how this would be achieved were not subject to the scrutiny process at that time. Instead it was decided that Ward Councillors would lead a consultation exercise about the library service to inform the development of new ways of delivering the service at a lower cost.</p> <p>The Safer and Stronger Select Committee met on 19 June 2013 to consider the findings from the consultation process and different options for the future management of the service. This pre-decision scrutiny by Members has been used to shape the proposals for the library service for consideration by Cabinet.</p> <p>This report recommends that a mixed economy approach should be adopted for the service, which, if agreed, would see a library service being delivered by directly employed staff, as well as through a community management arrangement and by using volunteers.</p>	
<p>Recommendation(s)</p> <p>Cabinet is recommended to:</p> <p>(i) Agree the implementation of Option Two as set out in this report in respect of the future management arrangements for the Library Service;</p> <p>(ii) Authorise the Corporate Director of Adult and Community Services, in consultation with the Divisional Director of Finance and the Head of Legal and Democratic Services, to:</p> <p>a. conclude the transfer of the Rush Green library building to the Housing Service subject to agreement by the Divisional Director of Finance of the sum required,</p>	

and

b. approve the leasing arrangements for the Robert Jeyes library;

- (iii) Note that savings of £400,000 will be achieved from implementing the above proposals in 2014/15;
- (iv) Agree that the difference between the agreed budget saving of £593,000 and the anticipated saving of £400,000 will be managed by the application of corporate contingency funds in 2014/15, and that for 2015/16 the shortfall will be addressed as part of the budget savings requirement; and
- (v) Agree that where appropriate and feasible, officers will bring forward the implementation of these proposals into 2013/14.

Reason(s)

The budget savings proposals are designed to contribute to the challenging budget shortfall and enable the Council to achieve a balanced budget while having regard for the Council's key priorities and its statutory obligations.

1. Introduction and Background

- 1.1 As part of the 2013/14 budget round, Cabinet agreed a saving of £593,000 from the library service for 2014/15.
- 1.2 One of the ways this could potentially be achieved would be through introducing a three tier service delivery arrangement that combines directly managed libraries (Dagenham Library and Barking Learning Centre) alongside services delivered by volunteers and/or community organisations (Valence, Thames View, Marks Gate, Rush Green and Robert Jeyes).
- 1.3 To enable Members to make an informed decision about the viability of this and other potential management options, relevant Ward Councillors agreed to undertake a series of public consultation meetings in November and December 2012 at Robert Jeyes library, Valence library, Marks Gate library, and Thames View library. A consultation event for Rush Green library service users was held in April 2013.
- 1.4 A meeting with voluntary sector organisations was held in January 2013 to see what appetite there is for community management of libraries. There was a low turnout at the meeting and so it was difficult to gauge at that stage what interest there is from existing groups to pursue this type of arrangement.
- 1.5 A pre-decision scrutiny review was undertaken by the Safer and Stronger Community Select Committee on 19 June 2013 about the findings from the consultation process. The views provided have been used to shape the recommendations for the future management of the library service that are set out in this report.

2. Consultation findings

2.1 A summary of the key findings from the public consultation events is set out below:

- There was scepticism about the likelihood of being able to recruit and retain enough volunteers to maintain a good level of service across several libraries;
- There was concern about security of stock and buildings if there were only volunteers running the service;
- Libraries play a key role in the development of children's literacy and provide a quiet place for study and research;
- Not everyone has access to the internet at home but they can get this at the library;
- Libraries are important community facilities that are safe and accessible to everybody;
- Libraries are used for lots of reasons not just to take books out;
- Library staff are valued by service users. They don't believe that volunteers will be able to provide the same quality of service. Staff provide training, advice and information in a way that volunteers won't be able to;
- Service users would accept changes to opening hours and different uses of library space to bring in more income if this would save jobs;
- The Council has a legal duty to provide libraries, so cuts should be made to other services before libraries;
- Older people value libraries because they are safe and warm places where they can meet and socialise and because staff are friendly and helpful. Concerns were expressed that older people will become more isolated and lonely if the way libraries are being run is changed (there are 2,500 people over 60 who are Active Borrowers - about 9% of the total);
- If changes have to be made, service users would prefer it if an arrangement was put in place that combines volunteers with some staff;
- Savings should be made from the book stock fund and back office costs to protect front line services;
- Concerns were raised around the cost of training volunteers who might then leave;
- Opportunities to lever in external funding and business sponsorship should be pursued as a way of reducing costs; and
- There was scepticism about the viability of introducing community management because this type of arrangement is so new that there aren't many longstanding examples of where this has worked in the long term.

3. Options

3.1 Three options have been developed for consideration by Cabinet, which are summarised in table one below.

Table 1 savings options

Option	Description	Saving (£)
<p>Option 1 Volunteers</p>	<ul style="list-style-type: none"> • Council directly manages Dagenham Library and Barking Learning Centre (as now). • Volunteer delivered services at the following libraries: Valence, Thames View, Marks Gate and Robert Jeyes. • Rush Green library closes. Enhanced service provided at Barking and Dagenham learning centre (Rush Green Campus) • Staffing restructure undertaken to reduce posts across all facilities. 	<p>593,000</p>
<p>Option 2 Mixed economy</p>	<ul style="list-style-type: none"> • Council directly manages Dagenham Library, Barking Learning Centre, Valence Library and Thames View Library (as now). • Reduced opening hours at Valence library (43 hours per week down to 36) and Thames View library (43 hours per week down to 30). • Community management arrangement introduced at Robert Jeyes Library. • Volunteer delivered service at Marks Gate Library but facility still managed by the Council. • Rush Green library closes. Enhanced service provided at Barking and Dagenham learning centre (Rush Green Campus) • Service restructure undertaken to produce savings. 	<p>400,000</p>
<p>Option 3 'in house' management but reduced service</p>	<ul style="list-style-type: none"> • All libraries directly managed by the Council but with reduced service. • Staffing restructure is undertaken to produce savings. 	<p>200,000</p>

3.2 Option 2 incorporates the responses received from the pre-decision scrutiny by the Safer and Stronger Community Select Committee. In addition to the options

prepared by officers, Members specifically asked for proposals to be included to provide savings by reducing opening hours at Valence and Thames View libraries.

3.3 Scrutiny Members considered but did not support options to close Barking Learning Centre on Sunday and to close libraries to the public over lunchtime. They were also undecided about changing working patterns for staff to achieve savings and expressed concern about the impact that this would have on the workforce.

3.4 Some assumptions have been made for all three options (except where specified):

- Rush Green library closes;
- Book stock budget is reduced;
- IT software, hardware and support continues to be provided by the Council for any volunteer or community management arrangement;
- Self service terminals (RFID) to be provided by the Council at each library, which will allow service users to borrow and return books themselves as well as extend loan periods;
- Library service to provide recruitment (inc. Disclosure Barring Service checks), induction and training of volunteers;
- Specialist support for specific activities, such as storytelling workshops, to be provided by the Library service; and
- Library service continues to have responsibility for cleaning, building maintenance and other running costs except for option two in relation to Robert Jeyes Library.

Rush Green Library

3.5 A meeting was held in January 2013 between Eastbrook Ward Councillors and the Principal and Chief Executive of Barking and Dagenham College to discuss the future operation and viability of Rush Green Library in the context of the College's decision to build a new library with community access, which is scheduled to open in September 2013.

3.6 Following that meeting, officers have met with relevant managers at the College to make sense of how the new learning centre could benefit service users of the Rush Green library. The key points are outlined below:

- The College has agreed that all regular events currently taking place at Rush Green library can be accommodated in the new facility.
- The learning centre will offer enhanced opening hours to that of the present library. This is currently open 3 days a week with one late evening until 7pm. It is envisaged that the library in the learning centre will be open at least 6 days a week with longer opening hours but these have yet to be finalised.
- We are exploring the best way to provide membership to residents and at this stage we are looking at running two library systems side by side. This will ensure that residents will continue to be able to access Borough library book stock.
- All stock in the College library is to be available to loan by the public who join at Rush Green campus. This means an improved range of stock will be available to users.
- Stock purchasing – LBBB library service has offered to purchase children's stock, adult fiction and spoken word materials for the College library. This will

be done through our current procurement arrangement as part of the London Libraries Consortium.

- Many more PCs will be available and for much longer than is currently the case with Rush Green library, however, the number of terminals has yet to be finalised.
- When the library opens in September 2013 it is proposed that groups of local residents and existing library service users will be invited to have tours of the new facility. These will be conducted by Barking and Dagenham library staff. This is to enable service users to familiarise themselves with the new building and layout and how they can join and use the new library.
- The College library will offer additional services not currently available at Rush Green library: extensive study spaces; access to a range of journals, magazines and newspapers; a café; and access to a range of online resources

3.7 The Ward Councillors agreed that the opportunity presented by the new College facility would be the key point for discussion at the consultation event for Rush Green library service users in April 2013. Following that meeting, the Ward Councillors have indicated that they would not be opposed to the closure of the library if this was to be considered appropriate and approved by Cabinet.

4. Options appraisal

4.1 Option 2 is the preferred option. This is because it has a significantly lower risk of failure than option 1 and is expected to realise double the level of savings compared to option 3.

4.2 It is estimated that option 2 will achieve a full year saving of £400,000 for 2014/15. Where appropriate and feasible, officers will bring forward the implementation of these proposals into 2013/14.

5. Financial implications

Prepared by Dawn Calvert, Group Manager – Finance

5.1 The net budget for the library service for 2013/14 is £2,201,000, a reduction of £669,000 on the 2011/12 net budget of £2,870,000.

5.2 It is estimated that savings of £400,000 will be achieved from the implementation of the proposals set out in this report; however, this is £193,000 less than the savings figure agreed by the Council for 2014/15.

5.3 Members are asked to agree that the funding gap will be managed by the application of corporate contingency funds in 2014/15. For 2015/16 the shortfall will be addressed as part of the budget savings requirement.

6. Legal implications

Prepared by Lucinda Bell, Senior Solicitor

6.1 This report provides a range of options to deliver savings that are required to meet budget pressures. Local authorities are under an explicit duty to ensure that their financial management is adequate and effective and that they have a sound system

of internal control and management of financial risk. The duty to secure Best Value requires local authorities to plan, deliver and continuously improve local authority services.

- 6.2 The Council has a duty under section 7 of the Public Libraries & Museums Act 1964 to provide '*a comprehensive and efficient library service for all persons desiring to make use thereof*' and this should be so evidenced by an examination of the needs and a suitable service plan to continue to meet the duty.
- 6.3 Where there are proposals for the closure or discontinuance of a service or services, appropriate consultation will need to be carried out. The savings proposals that affect staff will require consultation with Unions and staff.
- 6.4 The Council must have due regard to the duty imposed on it under s149 of the Equality Act 2010, that is to:
- Eliminate discrimination, harassment, victimisation and any other conduct that the Equality Act 2010 prohibits, and to:
 - Advance equality of opportunity and foster good relations between those individuals who share a relevant protected characteristic and those who do not.
- 6.5 To achieve this, Members will need to be sure that a relevant Equality Impact Assessment has been carried out before the proposals are decided by Cabinet, and consider the results of this in full.
- 6.6 Decisions to reduce library services have been the subject of judicial review proceedings. In order act in accordance with public law principles it is important that any decision taken is reasonable, rational and procedurally correct. It is important that all relevant factors and considerations are taken into account, especially the consultation and the duty referred to above, under s149 of the Equality Act, and that Members retain an open mind.
- 6.7 Members must also consider the practical impact of the proposed decision, and the alternative courses of action that were proposed, and whether any adverse impacts arising from the decision to cut or withdraw funding or services can be mitigated, and give proper reasons for their decision.

7. Other implications

7.1 Risk management

Option 1

There is considered to be a high level of risk associated with this option because its success is dependent upon the recruitment and retention of a large number of volunteers to provide staffing cover during opening hours. The service could also be disrupted on a regular basis and at short notice if volunteers do not attend as expected.

Whilst there are about 50 volunteers currently working in LBBB libraries, many of whom would support the delivery of this service model, this is a low number when

compared to volunteering levels in other libraries in the Borough's benchmarking group.

The latest figures (2011/12) for Merton and Lewisham councils, both of which are in Barking and Dagenham Council's CIPFA benchmarking group, shows that Merton had over 500 volunteers giving nearly 25,000 hours of their time annually with the corresponding figures for Lewisham being over 300 volunteers giving nearly 30,000 hours of their time each year.

It is estimated that a total of about 600 volunteer hours per week, roughly 30,000 hours each year, will be required to maintain current opening hours and provide adequate cover for holidays and short term absence. The current figure is about 40 hours per week; however, it should be noted that there has been only limited effort to date to actively promote volunteering in the Borough's libraries.

There is no pattern to how volunteers currently choose to spend their time with the library service: some will have a day that fits with their other commitments, others can be flexible or prefer a morning/afternoon to fit with childcare or other commitments. Saturday volunteers tend to be those without other commitments. The time spent volunteering tends to be either an hour or two at a time

It is also clear that this option was very unpopular with people who attended the consultation events, which may dissuade some people from volunteering.

It will clearly be a big challenge to actively promote, recruit, train and retain the number of volunteers who would be needed to make this model of service delivery sustainable and successful. However, this is a challenge that other councils similar to Barking and Dagenham have successfully addressed over time. It could therefore be anticipated that the number of volunteers could be substantially increased over time.

Option 2

There is a lower level of risk associated with this option compared to option one because the current 'in house' management arrangement for five out of six LBBB libraries would be maintained.

It is considered feasible to operate Marks Gate Library by volunteers but with oversight of the facility by Children's Services staff who are based at the Marks Gate community centre. The community centre complex itself is managed by the Culture and Sport division.

Establishing a community management arrangement for Robert Jeyes library presents more of a challenge but it is considered that this could be achieved with adequate lead in time.

During the consultation process, this was the only library where service users expressed interest in investigating this type of management arrangement as a way of securing the future of the library.

With strong support and commitment from Whalebone Ward Councillors and the Barking and Dagenham CVS, several meetings have been held at the library with service users and a fledgling 'friends of the Robert Jeyes library' group has been formed. Although it is early days in the development of this group, it is considered

that over time it could develop in such a way that it could take on the management of the library but with continued support from the LBBB library service. However, it should be noted that members of the group have expressed concern about their capacity and capability at this time to effectively manage the library.

Exploratory meetings with the Headteacher at the nearby Warren Junior School have also been productive and there is initial interest in having further discussions about the school accessing space and services at the library as well as providing support with regard to governance arrangements.

There is also potential for the library to become a base for other activities for either children or older people.

Option 3

This option has the lowest level of risk. If adopted, all LBBB libraries would continue to be managed 'in house'. The saving would be achieved by a service restructure of the library service management team, which would mean that the current number of libraries would be maintained but the range and quality of service would be reduced.

7.2 **Staffing issues** – it is expected that there will be significant implications for staff, which include the deletion of about 12 full time equivalent posts (if option 2 is implemented). The Trade Unions have been fully briefed on the budget challenge facing the Council. Staff have been briefed around the implications of the specific proposals set out in this report, and following this meeting formal consultation will start in line with the Council's change management policies. Comments from staff and Trade Unions will be taken into account in the final decision making process.

7.3 **Customer impact** - the equalities impact assessment for the library service indicates that women, older people and children and young people would be particularly affected by any reduction to the current level of library provision across the Borough.

At this time it is considered that a good quality and comprehensive library service continues to be provided across the Borough: fewer than 1,000 of the Borough's residents live more than 1 mile away or further than 20 minutes travel time by public transport to a library. This takes into account current library provision in the neighbouring boroughs of Havering and Redbridge.

None of the options outlined in this report envisage a reduction in the number and distribution of the service across the Borough or that there will be any adverse impact to the core offer; however, it is recognised that the quality of service that can be provided by a community managed or volunteer led service is unlikely to be as consistently good as that provided by a wholly Council managed service.

Steps will be taken to minimise any adverse impact by the Council retaining responsibility for sourcing and providing book stock, maintaining IT support including self-service terminals, giving specialist support for activities and events, and support for recruitment and training of volunteers.

7.4 **Crime and Disorder Issues** - the Council has a statutory duty to consider crime and disorder implications in all its decision making. The Council will continue to

provide and support the delivery of quality facilities and activities, which will provide positive activities for all residents and, in particular, opportunities for families to enjoy their leisure time together.

- 7.5 **Health issues** - it is recognised that libraries have huge potential to contribute to the health and wellbeing of local communities as well as the needs of the most vulnerable within communities, who need access to good quality information and digital literacy skills to participate effectively in an increasingly online world.

Libraries provide space for people to meet and socialise and schemes like the Home Library Service help to reduce loneliness, which can be a particular problem for some older people especially those who find it difficult to get out and about.

- 7.6 **Safeguarding** - libraries provide a unique resource to help improve literacy levels in adults and children, in particular for those residents for whom English is not their first language. They also offer quiet, safe and well equipped study and research space for residents of all ages.

The service delivers the library service for a number of local schools as well as activities that encourage children and young people to develop a love of books and reading.

All Council libraries operate within the Culture and Sport division's safeguarding policy framework for children and vulnerable adults. The new library to be provided in the Barking and Dagenham learning centre (Rush Green campus) will follow the Barking and Dagenham College's safeguarding arrangements.

The Council will require robust safeguarding arrangements to be adopted for the proposed community management arrangement for the Robert Jeyes Library. To support this it is intended that the Council will provide recruitment (incl. Disclosure Barring Service checks), induction and training support for all volunteers.

- 7.7 **Property/Asset issues** - this report recommends the closure of Rush Green library and the transfer of the Robert Jeyes library to a community management arrangement.

This report seeks delegated authority for the disposal of the redundant Rush Green library building as well as the leasing arrangements for the Robert Jeyes library.

Background Papers Used in the Preparation of the Report:

- Report to Cabinet – Barking and Dagenham library strategy (23 July 2013)
- Report to Safer and Stronger Community Select Committee – future management arrangements for the library service (19 June 2013)
- Equality Impact Assessment – LBBD library service

List of appendices: None

CABINET**23 July 2013**

Title: A Library Strategy for Barking and Dagenham	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Paul Hogan, Divisional Director, Culture and Sport	Contact Details: Tel: 020 227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Divisional Director: Paul Hogan, Divisional Director, Culture and Sport	
Accountable Director: Anne Bristow, Corporate Director, Adult and Community Services	
Summary: The purpose of the strategy is to provide a shared vision and a framework for the delivery and promotion of Library Services over the next three years. The strategy has been informed by and will support the delivery of the priorities identified in the Community Strategy and Council Corporate Plan.	
Recommendation(s) The Cabinet is recommended to approve the Libraries Strategy 2013 - 2016 as attached at Appendix 1 to the report.	
Reason(s) To assist the Council in achieving its key priorities: Ensure every child is valued so that they can succeed; Improve health and wellbeing through all stages of life; Maximise growth opportunities and increase the household income of Borough residents. It is recognised that libraries have huge potential to contribute to the health and wellbeing of local communities as well as the needs of the most vulnerable within communities, who need access to good quality information and digital literacy skills to participate effectively in an increasingly online world. Public libraries also provide a unique resource to help improve literacy levels in adults and children, in particular for those residents for whom English is not their first language.	

1. Introduction and Background

- 1.1 Barking and Dagenham libraries have played a key role over many years in helping to improve the quality of life of local people and supporting them to reach their full potential.

- 1.2 All councils have a duty to provide a 'comprehensive and efficient service', which usually means that people who live, work or study in a local authority area should have access free of charge to borrow or refer to books and other printed material. However, our libraries do much, much more than this.
- 1.3 We think that our libraries are at the heart of our community. Our libraries help people get on line and do research on the internet. We support people to look for jobs and help them find out about other services that the Council and its partners provide. Also children and adults use our libraries as safe places for quiet study and to learn new skills and improve their literacy. We also run a wide range of events and activities for families and people of all ages, which support community cohesion.
- 1.4 Some of our libraries are truly exceptional: The Barking Learning Centre is an award winning facility in the heart of Barking and is the 16th busiest library in the country. The Dagenham library on the Heathway is another modern library which opened in October 2010 and is attracting over 40,000 visitors a month.
- 1.5 We want to build on the good work that libraries are already doing but recognise that this has to be achieved in very constrained financial circumstances.

2. Proposals and Issues

- 2.1 This strategy has been prepared because we want to develop a library service that is more efficient and effective and better meets the current and emerging needs of our residents.
- 2.2 Over the last couple of years our main focus has been on "getting the house in order" and along with all other council services we have had to find significant savings to bridge the funding gap now facing local government.
- 2.3 We have changed the way that libraries are managed, restructured library staffing arrangements and reviewed and amended opening hours. Councillors have also had to take the difficult decision to close libraries; however, we have worked hard to minimise the impact of this on service users.
- 2.4 We are now looking to the future. The strategy aims to improve literacy levels amongst children and adults by increasing the use of libraries by residents, making them aware of the services on offer, increase partnerships and develop the joy and benefit of reading amongst local residents.
- 2.5 This strategy is intended to provide a framework around which we will focus our efforts over the next three years to improve the quality of life of local people. In order to do this, seven priority areas have been identified:
 - Priority One: Marketing – Tell people about it
 - Priority Two: Community Engagement and Collaboration
 - Priority Three: Improving our buildings
 - Priority Four: Staff and volunteers
 - Priority Five: Stock and reader development
 - Priority Six: Technology and innovation
 - Priority Seven: Financial Sustainability

- 2.6 The final version of the strategy and improvement action plan is attached at appendix one in a 'plan on a page' summary format. A more detailed version of the strategy, which will be used to support external funding bids, is attached at appendix two.

Resourcing the strategy

- 2.7 Section 8 of the draft strategy sets out clearly that Council funding for libraries will reduce during the life of the strategy. This reality has directly shaped the development of the strategy and the accompanying improvement action plan.
- 2.8 A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.
- 2.9 There also needs to be the consideration of a range of management models including asset transfer of libraries as well as services being delivered by the voluntary, private or trust sectors. These could provide a more effective way of maximising available resources in order to release funds for the continued development of library provision in these financially constrained times.

3. Options appraisal

- 3.1 The options available to Cabinet are to approve the strategy and action plan (with any direction on amendments to be made) or to reject it.
- 3.2 Not to approve the strategy would mean that there is no strategic framework to drive improvements in the service, which would also impact on the ability to lever in external funding to support service delivery.
- 3.3 Therefore, Members are recommended to adopt the strategy and improvement action plan with any amendments, removals, or additions as they consider appropriate.
- 3.4 If approved, it is intended to make the strategy available in an electronic format only.

4. Consultation

- 4.1 Consultation has been undertaken to inform the development of the strategy including: a series of strategy planning workshops with staff, service users and non-service users; ten consultation events have been held with service users in the branch libraries; and a pre-decision scrutiny of the proposed themes for the strategy was undertaken by the Safer and Stronger Community Select Committee.
- 4.2 The recommendations from Scrutiny Members have been incorporated into the strategy, including:
- increasing the use of volunteers;

- presenting more one off events and activities to encourage people to visit;
- focussing services to support families with pre-school age children and children who have recently started school, especially those for whom English isn't their first language;
- targeting older people was also a priority through initiatives like the older people's zone at Valence library and through supporting people who find it difficult to get out and about;
- Members were also keen to see more use of technology to improve services, such as through the roll out of self service machines across the libraries.

5. Financial Implications

Implications completed by: Dawn Calvert – GM Finance

- 5.1 There are no financial implications associated with this report.
- 5.2 However, Members should note that the net budget for the library service for 2013/14 is £2,201,000, a reduction of £669,000 on the 2011/12 net budget of £2,870,000. Also there are proposals being presented to Members in another report to the same meeting of Cabinet (23/07/13) that will recommend a series of actions to achieve a further saving of £400,000 from the library budget for 2014/15.

6. Legal Implications

Prepared by Lucinda Bell, for Fiona Taylor, Head of Legal and Democratic Services

- 6.1 The Council has a duty under section 7 of the Public Libraries & Museums Act 1964 to provide '*a comprehensive and efficient library service for all persons desiring to make use thereof*' and this should be so evidenced by an examination of the needs and a suitable service plan to continue to meet the duty.
- 6.2 Where there are proposals for the closure or discontinuance of a service or services, appropriate consultation will need to be carried out. The savings proposals that affect staff will require consultation with Unions and staff.
- 6.3 The Council must have due regard to the duty imposed on it under s149 of the Equality Act 2010, that is to:
- Eliminate discrimination, harassment, victimisation and any other conduct that the Equality Act 2010 prohibits, and to:
 - Advance equality of opportunity and foster good relations between those individuals who share a relevant protected characteristic and those who do not.
- 6.4 To achieve this, Members will need to be sure that a relevant Equality Impact Assessment has been carried out before the proposals are decided by Cabinet, and consider the results of this in full.
- 6.5 Decisions to reduce library services have been the subject of judicial review proceedings. In order act in accordance with public law principles it is important that any decision taken is reasonable, rational and procedurally correct. It is important that all relevant factors and considerations are taken into account,

especially the consultation and the duty referred to above, under s149 of the Equality Act, and that Members retain an open mind.

- 6.6 Members must also consider the practical impact of the proposed decision, and the alternative courses of action that were proposed, and whether any adverse impacts arising from the decision to cut or withdraw funding or services can be mitigated, and give proper reasons for their decision.

7. Other Implications

- 7.1 **Risk Management** - The action plan for the strategy will be incorporated into the Culture and Sport annual service plan. Any risks associated with the successful implementation of the service plan are set out in the divisional risk register, which is reviewed by the Adult and Community Services Departmental Management Team on a quarterly basis.
- 7.2 **Customer impact** - the equalities impact assessment for the library service indicates that women, older people and children and young people would be particularly affected by any reduction to the current level of library provision across the Borough.

At this time it is considered that a good quality and comprehensive library service continues to be provided across the Borough: fewer than 1,000 of the Borough's residents live more than 1 mile away or further than 20 minutes travel time by public transport to a library. This takes into account current library provision in the neighbouring boroughs of Havering and Redbridge.

None of the proposed actions outlined in the library strategy envisage a reduction in the number and distribution of libraries across the Borough or that there will be any adverse impact on the core universal offer; however, it is recognised that the quality of service that can be provided by a community managed or volunteer led service is unlikely to be as consistently good as that provided by a wholly Council managed service.

Steps will be taken to minimise any adverse impact by the Council retaining responsibility for sourcing and providing book stock, IT support including self-service terminals, specialist support for activities and events, and support for recruitment and training of volunteers.

- 7.3 **Crime and Disorder Issues** - the Council has a statutory duty to consider crime and disorder implications in all its decision making. In delivering this strategy and action plan, the Council will be providing quality facilities and activities, which will provide positive activities for all residents and, in particular, opportunities for families to enjoy their leisure time together.
- 7.4 **Health issues** - it is recognised that libraries have huge potential to contribute to the health and wellbeing of local communities as well as the needs of the most vulnerable within communities, who need access to good quality information and digital literacy skills to participate effectively in an increasingly online world.

Libraries provide space for people to meet and socialise and schemes like the Home Library Service help to reduce loneliness, which can be a particular problem for some older people especially those who find it difficult to get out and about.

- 7.5 **Safeguarding** - libraries provide a unique resource to help improve literacy levels in adults and children, in particular for those residents for whom English is not their first language. They also offer quiet, safe and well equipped study and research space for residents of all ages.

The service delivers the library service for a number of local schools as well as activities that encourage children and young people to develop a love of books and reading.

All Council libraries operate within the Culture and Sport division's safeguarding policy framework for children and vulnerable adults. The new library to be provided in the Barking and Dagenham learning centre (Rush Green campus) will follow the Barking and Dagenham College's safeguarding arrangements.

The Council will require robust safeguarding arrangements to be adopted for the proposed community management arrangement for the Robert Jeyes Library. To support this it is intended that the Council will provide recruitment (including Disclosure Barring Service checks), induction and training support for all volunteers.

Background Papers Used in the Preparation of the Report:

The links to other strategies and plans that have informed the development of this report are set out in section 5 of the draft strategy.

List of appendices:

Appendix 1 – Plan on a page - A Library Strategy for Barking and Dagenham 2013-16

Appendix 2 – Let's Get Barking and Dagenham reading – A library strategy for Barking and Dagenham 2013-16

“Let’s Get Barking and Dagenham Reading” A Library Strategy for Barking and Dagenham, 2013 – 2016

Aim: The aim of the strategy is to provide the highest quality, affordable and accessible library service for all those living, working and studying in Barking and Dagenham in order to improve literacy levels in the Borough, enrich people’s lives and enable them to achieve their full potential.

Priorities:

1. **Marketing – Tell people about it** – making residents aware of the services on offer through a marketing and engagement strategy
2. **Community Engagement and Collaboration** – we want more residents engaged in helping to shape and participate in the delivery of library services
3. **Improving our buildings** – review library buildings, staff, volunteers, stock, technology and innovation
4. **Staff and volunteers** – ensuring staff have the right skills to deliver the service effectively and exploring how the roles of volunteers in supporting the service can be expanded and encouraged
5. **Stock and reader development** – consult with customers and staff on what they want and make the best use of available evidence to meet these needs in the most cost-effective way.
6. **Technology and innovation** – taking a strategic approach to the development of new services and to explore offers that will enable the service to respond to changing demands over the next few years.
7. **Financial sustainability** – looking at innovative and creative ways to achieve best value services for the community. This includes considering a variety of different service delivery models and income generation plans.

Governance

- The Barking and Dagenham Library Service will work with colleagues throughout the borough including other council officers, the third sector, private sector, and local health providers to drive forward the strategy.
- The Get Barking and Dagenham Reading Network will play an integral part in promoting the service’s three year reading campaign and overseeing the delivery of this strategy.
- The library service will also continue to work with Barking & Dagenham College, University of East London and Adult College to encourage take up of courses.

Facts and figures about libraries in Barking & Dagenham in 2012/13

- There were **1.406 million** visits to our libraries last year
- **684,957** items of stock were issued
- There were **3,531** e-book issues
- Volunteers donated **2,575** hours
- Barking and Dagenham libraries hold **420,958** items in stock
- Residents have access to over **6 million items** through the London Libraries consortium libraries



Monitoring & Evaluation

Throughout the life of this strategy the monitoring, evaluation and review will be undertaken by the Senior Management Team of the Library Service. There will be regular updates to the Get Barking and Dagenham Reading Network who will monitor the progress of the service action plan.

Resourcing the Strategy

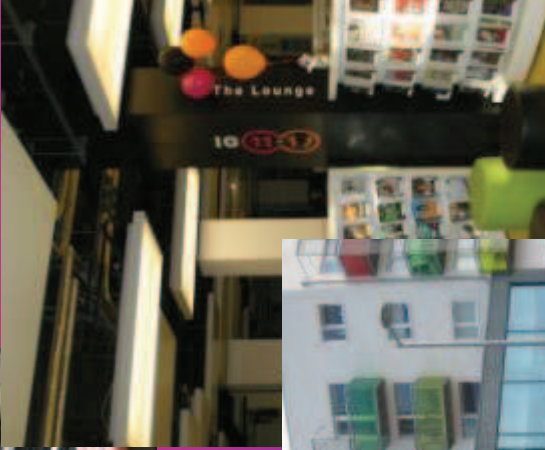
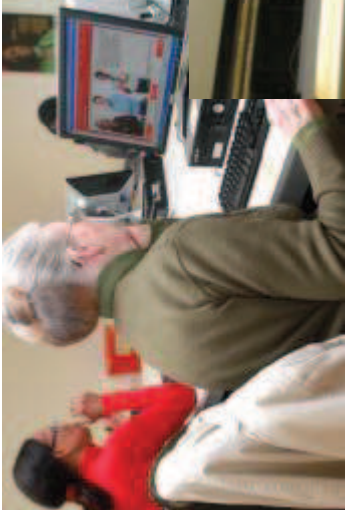
As well as aiming to drive improvements in the library service, the strategy will inform the budget setting process of the Council and its partners. It will also help to provide a compelling strategic rationale to support external funding bids for new projects, programmes and facilities.

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.

There also needs to be the consideration of a range of management models including asset transfer of libraries as well as services being delivered by the voluntary, private or trust sectors. These could provide a more effective way of maximising available resources in order to release funds for the continued development of library provision in these financially constrained times.



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“Let’s Get Barking and Dagenham Reading”

A Library Strategy for
Barking and Dagenham

2013 – 2016

CONSULTATION VERSION FOR

CABINET

V4.0 10/07/13

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Foreword

1

Barking and Dagenham libraries have played a key role over many years in helping to improve the quality of life of local people and supporting them to reach their full potential.

All councils have a duty to provide a 'comprehensive and efficient service', which means that people who live, work or study in Barking and Dagenham should have access free of charge to borrow or refer to books and other printed material. However, our libraries do much, much more than this.

We think that our libraries are at the heart of our community. Our libraries help people get on line and do research on the internet. We support people to look for jobs and help them find out about other services that the council and its partners provide. Also children and adults use our libraries as safe and well equipped places for quiet study and to learn new skills. We also run a wide range of events and activities for families and people of all ages which support community cohesion.

Some of our libraries are truly exceptional: The Barking Learning Centre is an award winning facility in the heart of Barking and is the 16th busiest library in the country¹. The Dagenham library on the Heathway is another modern library which opened in October 2010 and is attracting over 35,000 visitors a month.



We want to build on the good work that libraries are already doing by developing a service that better meets the needs of all of our residents and supports the delivery of the vision set out in the Community Strategy to "encourage growth and unlock the potential of Barking and Dagenham and its residents", and which has five priorities:

1. Ensure every child is valued so that they can succeed
2. Reduce crime and the fear of crime
3. Improve health and wellbeing through all stages of life
4. Creating thriving communities by maintaining and investing in high quality homes
5. Maximise growth opportunities and increase the income of borough residents

Above all else, we want to get more reading and improving their skills so that they can better reach their potential and lead more fulfilled lives.

This strategy sets out how we plan to achieve this.

Councillor Liam Smith
Leader of the Council
Barking and Dagenham Council

Introduction

2

This strategy has been prepared because we want to develop a library service that is more efficient and effective and better meets the current and emerging needs of our residents.

Over the last couple of years our main focus has been on “getting the house in order” and along with all other council services we have had to find significant savings to bridge the funding gap now facing local government.

We have restructured the libraries staffing arrangements and reviewed and amended library opening hours. Councillors have also had to take the difficult decision to close libraries. They are now looking at alternative delivery methods for other libraries, to maintain the service across the whole community. This will minimise the impact of budget reductions on users.

We are now looking to the future. The strategy aims to increase the use of libraries by residents, making them aware of the services on offer, increase partnerships and develop the joy and benefit of reading amongst local residents.

The strategy has been developed after consultation with the public and staff in Barking and Dagenham. It recommends areas to focus on based on what should be the key priorities for the next few years to support the provision of a high-quality, modern, cost-effective and responsive library service for the residents of the borough.



Dagenham Library

Outcomes

3

The purpose of the Library Strategy is to provide a shared vision and a framework for the delivery and promotion of Library Services over the next 3 years.

The key services outcomes from the delivery of this strategy in 2016 (what Library Services will directly achieve) will be:

- ✓ 23% of residents will be regular users of libraries (up by 8%)
- ✓ Visits increase by 10% to 1.4m
- ✓ A core offer is presented at all libraries in a clear and consistent way (books, internet access, study space and information)
- ✓ An effective marketing plan will have been implemented so that more residents know about and are using the library service
- ✓ A better range of new online services will be available
- ✓ More community involvement, more events, more fun
- ✓ An effective reading partnership will have been established that encourages different agencies across the Borough to work together to achieve more than they would working on their own
- ✓ An annual festival will be presented featuring internationally renowned and more local authors, which will showcase the work of our libraries and encourage people of all ages to take up reading and creative writing
- ✓ Stock will better reflect the public's interest and needs

In collaboration with partners and other providers of cultural services, Library Services will achieve:

- ✓ A place where local people come together to make it a better place
- ✓ Improve the effectiveness of the Home Library Service so that more residents who find it difficult to get out and about are able to socialise and visit our libraries
- ✓ Develop Valence Library as a thriving centre for older people
- ✓ Provide a place during school holidays where there are more things for children and young people to do

These outcomes link directly to the priorities set out in the Community Strategy and Council's Corporate Plan:

- Ensure every child is valued so that they can succeed;
- Reduce crime and the fear of crime;
- Improve the health and wellbeing through all stages of life;
- Maximise growth opportunities and increase the household income of Borough residents.

Why libraries are important

4

Libraries are a highly visible symbol of community service provision, much valued by residents.

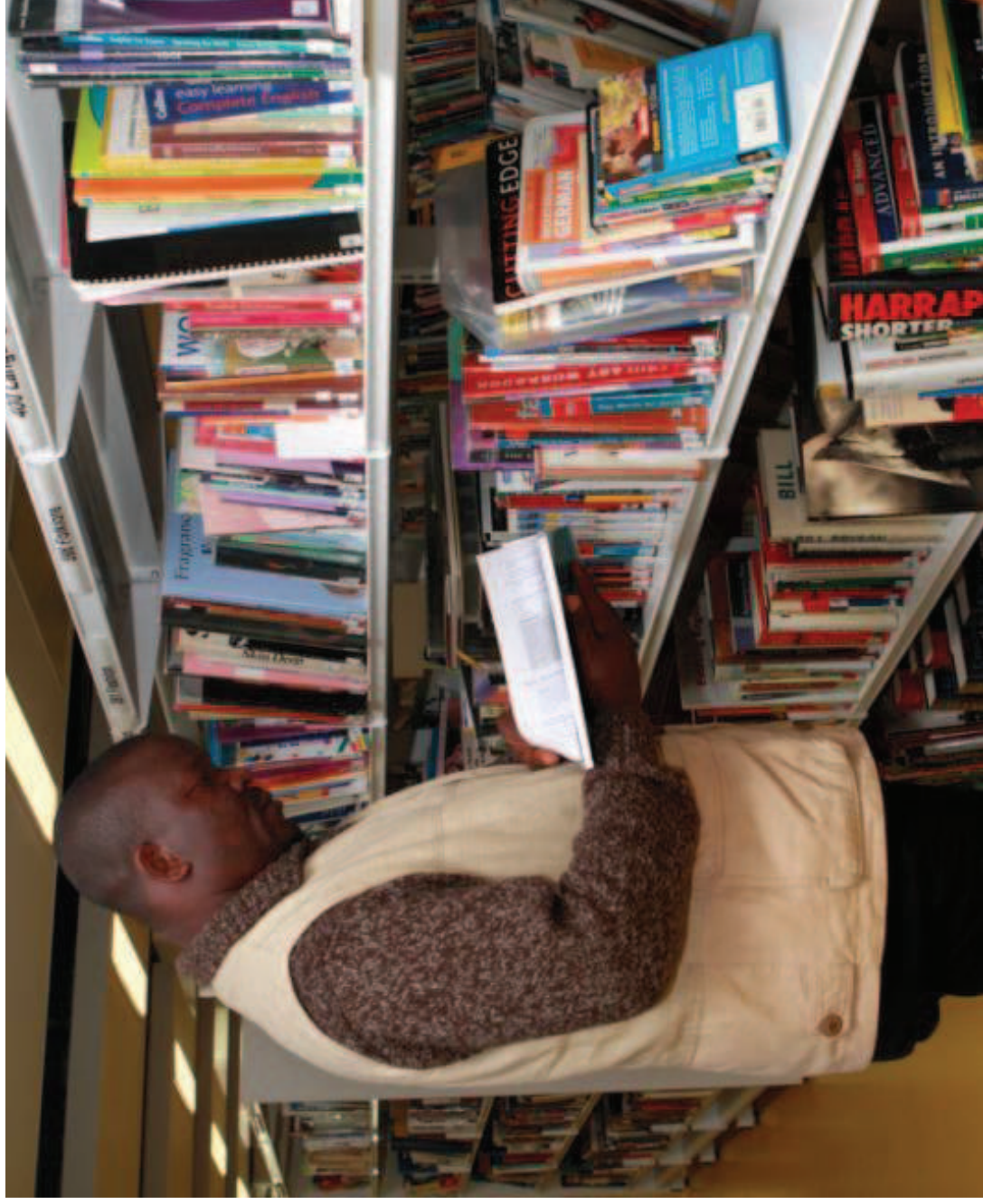
They contribute to a long list of strategic priorities, such as economic development, the skills agenda, health and wellbeing. The library service is also ideally suited to work in partnership with others to deliver these priorities.

Libraries are extremely valuable assets, not only as community hubs and access points, but also as the providers of information, materials, digital services and a highly skilled workforce.

Libraries are places where everyone can mix freely and come together; they offer a safe and welcoming community space.

They hold enormous stocks of material with a wide range of books, DVDs, CDs and public internet access.

As well as lending books, they offer a wide range of services, including operating as community centres for formal and informal learning for all ages.



Service user in Barking Learning Centre

Traditionally libraries have always been places that people go to for information, to socialise and to learn. They have always had an ability to engage with the community, but they are also community hubs because they are well placed to meet the constantly changing requirements, goals, and challenges of their community.

- 1.** Libraries provide a meeting point, where the community are welcomed, entertained and engaged in a safe environment.
- 2.** They bring people from all walks of life together under one roof.
- 3.** They provide events, training and opportunities for the community to take part in formal and informal learning.
- 4.** They are often at the heart of local communities, whether within the local shops or alongside a range of other local services.
- 5.** They are safe venues, with the majority of the facilities and services free to use or at a very low cost.
- 6.** They are warm, welcoming and open for all, providing a place to browse at leisure.
- 7.** They are friendly places where information requirements are met in a helpful and accessible manner.
- 8.** They offer opportunities for informal learning and may be the first steps towards signing up to more formal learning.
- 9.** They provide study spaces, helpful staff and resources for students.
- 10.** They provide materials for different age ranges, tastes and abilities.
- 11.** They have a wide-ranging and interesting stock with access to an ever increasing variety of materials.
- 12.** Increasingly libraries share venues with other community facilities, for example one stop shops, doctors' surgeries and children's centres. Allowing residents to participate with library services while accessing other services.



Robert Jeyes Library



Storytime

Links to other strategies and plans 5

There are a number of key national, regional and local strategies and policies that have both influenced and had an impact on the development of the London Borough of Barking and Dagenham's Libraries Strategy, these are identified as follows:

National Policy and Strategy Documents	Regional Policies, Strategies and Plans	Local Policies, Strategies and Plans
<p>Public Libraries & Museums Act 1964</p> <p>Achieving great art for everyone – Arts Council 2011-2021</p> <p>Every child matters; change for children 2004</p> <p>Building a society for all ages 2009</p> <p>Culture, Knowledge and Understanding; great museums and libraries for everyone – a framework for future cooperation, Arts Council 2011-2015</p> <p>Community Libraries, Learning from experience – Arts Council, 2013</p> <p>Performance in public services: public libraries – CIPFA, 2012</p>	<p>London Libraries Consortium Strategy 2009 – 2012</p> <p>Cultural Metropolis; The Mayor's Cultural Strategy (2010)</p>	<p>Barking and Dagenham's Community Strategy, 2013 – 16</p> <p>Barking and Dagenham's Corporate Plan 2013/14</p> <p>A Call for Change, A Plan for Action: Children and Young People's Plan 2011 – 2016 (Barking and Dagenham Partnership)</p> <p>Helping You Live the Life You Want: Older People's Strategy 2010 - 2013 (London Borough of Barking and Dagenham)</p> <p>Barking and Dagenham Heritage strategy 2013 – 16</p> <p>Barking and Dagenham Arts strategy 2013 – 16</p> <p>Health and Wellbeing strategy 2012 – 15</p> <p>Economic Regeneration strategy 2013 - 16</p> <p>Light touch peer review – MLA 2010</p> <p>Joint Strategic Needs Assessment, 2012</p>

The population of Barking and Dagenham is changing

- The borough is expected to see one of the highest growths in population in the country, with a high proportion of the growth being accounted for by pre-school and school age children.
- The population of the borough has increased by 22,000 between the 2001 and 2011 Census which is a 13.4% increase in the boroughs population.
- There has been almost a 50% growth in 0-4 year olds. This is the highest growth for this age group of any local authority in England and Wales.
- The borough has the highest population percentage of those aged 0 to 19 at 31% in England and Wales.
- The over 60 population accounts for one of the smallest percentages of population in England and Wales.
- There has been a 20% decrease in the 65+ age group in the borough, which is the biggest decrease in London. However, growth in the over 85's will be within the top 10 highest in London by 2021.

Population Projections

- The borough's population is projected to rise to 183,300 in 2010 to 206,600 by 2016 and 224,900 by 20121, the third highest population increase among London Boroughs. (ONS Sub National Projections 2010).

The Ethnic Diversity of the borough's population is also changing

- In 2001 the percentage of the White British/Irish population in the borough was 82.5%: This has dropped to 50.4% in 2011.
- Most other ethnic groups have risen in both number and percentage between 2001 and 2012. This is particular significant for Black: African, Asian and White: Other Groups.



Family fun day

Barking and Dagenham is also among the most deprived boroughs in the country based on the Index of Multiple Deprivation

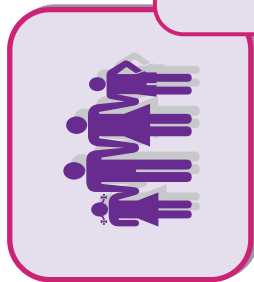
- The borough is ranked 7th within London out of 33 (where 1st is the most deprived).
- Life expectancy in the borough is two years below that of the London average for men and women, with average life expectancy for men in Barking and Dagenham 77 years and for women 81 years. (ONS 2011)

Overall Barking and Dagenham's population has a low level of skills when compared to other London boroughs

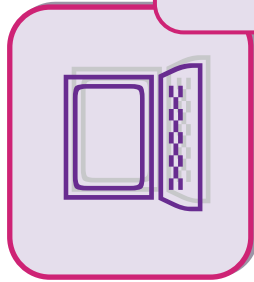
- 13.8% of working age residents in Barking and Dagenham have no qualifications. This is higher than the London average of 9.3%. (Annual population survey Jan - December 2011).
- 27% of the borough's population has a degree level qualification or equivalent, which is much lower than the London average of 45%. (Annual Population Survey Jan-Dec 2011)
- Levels of adult basic skills are very low but are improving.

How our libraries stack up

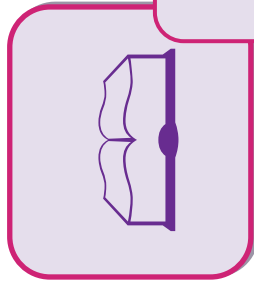
The figures below provide a snapshot of library use from April 2012 to 31 March 2013



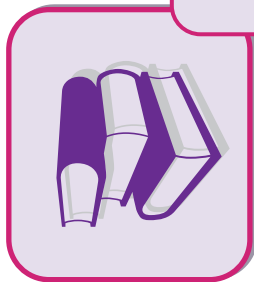
1.406 million visits to our libraries



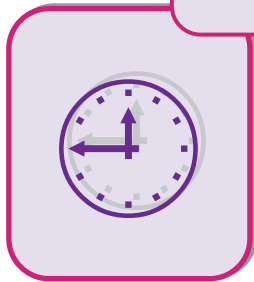
3,531 e-book issues



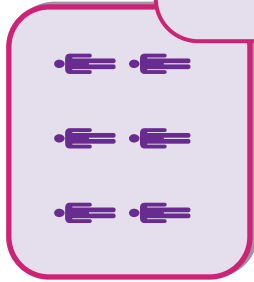
27,342 active borrowers = 15% of the population



684,957 stock issues



2,575 volunteer hours



581,798 visits to Barking Learning Centre
417,994 visits to Dagenham Library

Top 5 authors books borrowed:



1. James Patterson
2. Nora Roberts
3. Agatha Christie
4. John Grisham
5. Danielle Steel

Source: March 2013, SmartSM data

Residents have access to over
6 million items
through the London
Libraries consortium libraries

Barking and Dagenham libraries hold
420,958
items in stock

Equality and Diversity

7

It is proposed that the core offer for the service will focus on books, information, internet access, and study space.

One of the key principles of the strategy will be to ensure that local libraries are at the heart of the community and reflect its demographics and any particular need. The strategy will need to be flexible enough to respond to changes in the demographic makeup of the Borough and to target resources to better meet current and emerging needs.

The starting point for the Borough's libraries is a strong one in terms of accessibility. The library service is currently provided in locations that are convenient for residents and physically accessible. The book stock is accessible to people of all ages and reading abilities and 'talking' books are provided as well as books in large print and different community languages. The services provided are free or modestly priced and usage levels and customer satisfaction are high:

- Fewer than 1,000 of the Borough's residents live more than 1 mile away or further than 20 minutes travel time by public transport to a library. This takes into account current library provision in the neighbouring boroughs of Havering and Redbridge.
- Usage levels in Barking and Dagenham are the highest out of all of the 16 London council library services in the Borough's benchmarking group and customer satisfaction high.
- It is considered that there is a good range of service provision for children, adults and older people with many local schools buying into the School's Library Service.
- The service provides free access to books, study space, information, events and activities, and social meeting space. A modest charge was introduced for internet use in 2012 but the impact of this was mitigated by maintaining free use for children and young people and older people.
- There is also a Home Library Service which delivers books to the homes of people who cannot travel to the library. A groundbreaking extension to this service is the Home from Home project run in partnership with the Council's transport section. Residents are transported into libraries on a monthly basis to choose books themselves, socialise and access various activities and wider Council services.



The equalities impact assessment for the library service indicates that women, older people and children and young people would be particularly affected by any reduction to the current level of library provision across the Borough.

None of the actions outlined in the strategy are expected to see a reduction in the geographic spread of the service provided and that the core offer will be maintained. The service will continue to improve literacy levels in the Borough through reading schemes and reading groups and by participating in national campaigns and media opportunities. Libraries will continue to contribute to improving educational attainment by providing focussed activities for under 5's and families to encourage use before and after school. This will be supported by a comprehensive school holiday events and activities offer.

However, it is recognised that the quality of service that can be provided by a community managed or volunteer led service is unlikely to be as consistently good as that provided by a wholly Council managed service. Steps will be taken to minimise any adverse impact from different management arrangements including the Council retaining responsibility for sourcing and providing book stock, IT support including self-service terminals, specialist support for activities and events, and support for recruitment and training of volunteers.



Winners of the Fairchild Award 2013

Resourcing the strategy

8

As well as driving improvements in the library service, the strategy will inform the budget setting process of the Council and its partners. It will also help to provide a compelling strategic rationale to support external funding bids for new projects, programmes and facilities.

However, it must be recognised that these are very difficult times for local government and that Council spending on libraries will reduce during the life of this strategy. This stark reality has directly shaped the development of the strategy improvement action plan.

It also means that some tough decisions are being made about the level of service the Council can afford to provide. Whilst every effort is being made to try to ensure that price doesn't become a barrier to participation, one of the ways the Council is seeking to balance its books is by raising more income from its facilities and services.

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from others sources working in partnership with local, sub-regional and national agencies.

To deliver the programme of activities set out in the strategy, existing funding streams will need to be directed toward the priorities identified. This will be supplemented by external funding sources. Bidding for, and securing external funding, will be a key strand of delivering this strategy if all of the actions are to be achieved.

There also needs to be the consideration of a range of management models including asset transfer of libraries as well as services being delivered by the voluntary, private or trust sectors. These could provide a more effective way of maximising available resources in order to release funds for the continued development of library provision in these financially constrained times.

The purpose of this Strategy 9

The purpose of the strategy is to provide the highest quality, affordable and accessible library service for all those living, working and studying in Barking and Dagenham in order to improve literacy levels, enrich people's lives and enable them to achieve their full potential.

In order to achieve this, we have identified seven key priorities for improvement, based on an analysis of the local context and consultation undertaken.

1. **Marketing – Tell people about it**
2. **Community engagement and collaboration**
3. **Improving our buildings**
4. **Staff and volunteers**
5. **Stock and reader development**
6. **Technology and innovation**
7. **Financial sustainability**



Barking Learning Centre

Priority One: Marketing – Tell people about it 10

The clearest messages to emerge from the public consultation relate to communication. There is generally strong support for library services among the residents of Barking and Dagenham, even among those who do not currently use the services. But there is relatively little awareness of the scope and depth of the range of services on offer, even among those who **do** use them.

It is vital we let people know what a library offers and be realistic and clear, telling residents about this service based on their feedback. Good effective communications can lead to increased use, increased engagement with the service, and increased understanding of the offer and the potential of libraries.

A disciplined and consistent approach to marketing is essential to overcome the ongoing public comments about lack of awareness of services and the library offer. The service needs to invest more time and effort in marketing, especially using social media, to inform residents of the value of using libraries and what is on offer.



Priority One: Marketing – Tell people about it

No.	FOCUS AREAS	SUCCESS MEASURES	When	Who
1.1	Develop a marketing strategy for the service, learning from good practice elsewhere and working in partnership with the marketing department	<ul style="list-style-type: none"> • Marketing strategy produced • Improved community awareness of library and its products, services and facilities. Increase in active borrowers from 15% to 17% 	October 2013 March 2016	Group Manager, Libraries
1.2	Develop a brand identity for Barking & Dagenham Libraries to use in future communications, presentation of messages within libraries etc	<ul style="list-style-type: none"> • Clear and concise message for the customers <ul style="list-style-type: none"> ○ Brand templates produced ○ Staff trained in how to use the brand templates 	October 2013	Group Manager, Libraries Marketing & Communications
1.3	Improve the look and feel of libraries by rolling out the libraries identity	<ul style="list-style-type: none"> • A consistent brand identity and a comfortable and welcoming environment for all libraries. <ul style="list-style-type: none"> ○ Two libraries restyled with libraries identity per year 	March 2015	Group Manager, Libraries
1.4	Identify potential new communications methods; Twitter, Facebook	<ul style="list-style-type: none"> • Better communication to customers – improved take up of service • Produce monthly e-newsletter and send out to library user email group • Improved take up of service – 23% of population to be library users by 2016 – an increase of 4% 	April 2014 April 2013 onwards March 2016	Group Manager, Libraries

Priority Two: Community engagement and collaboration

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A modern library service needs the support of partners and of the general public in order to thrive and grow. The review of good practice elsewhere demonstrates that the most successful services are those most open to the involvement of others in the planning, and design, as well as the delivery, of services.

A balance will need to be struck between being responsive to the priorities of local partners without surrendering the fundamental values and principles of library service provision. Several authorities have moved to a much more focused approach to working collaboratively with commissioning and more formal agreements between parties supporting a more structured approach.

It would be also beneficial for the library service to adopt a more strategic approach to community engagement across the whole service. A community engagement strategy, with effective marketing to back it up, would enable the service to widen its appeal to meet the needs of a more diverse section of Barking and Dagenham residents.



Iroko Showcase event Valence Library

Priority Two: Community engagement and collaboration

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
2.1	Develop a community engagement strategy for the service	<ul style="list-style-type: none"> Community Engagement Strategy produced Public relations campaign developed and implemented to promote the establishment of a community managed arrangement for the Robert Jayes library and a volunteer led service at Marks Gate Library 	January 2014 March 2014	Performance & Improvement Manager
2.2	Start the Get Barking & Dagenham Reading Network to promote the three year reading campaign	<ul style="list-style-type: none"> Eight to ten partners/individuals identified First meeting organised Launch of the Reading Network Quarterly meeting schedule established 	September 2013 December 2013 January 2014 January 2014	Group Manager Libraries
2.3	Develop a "friends" group to be involved in promoting the service	<ul style="list-style-type: none"> Friends group at Robert Jayes Library established and governance arrangements formalised Friends groups rolled out across the other libraries 	September 2013 March 2016	Group Manager, Libraries, Customer Services Manager
2.4	Develop communications plans	<ul style="list-style-type: none"> Internal communications plan produced External communications plan produced Marketing plan developed and implemented 	September 2013 September 2013 October 2013	Performance & Improvement Manager
2.5	Participate in the Cultural Education Partnership pilot project	<ul style="list-style-type: none"> Libraries playing a key role in the development and delivery of a 'cultural passport' for every child in the Borough. Every primary school age child in the Borough will go to a library in an organised school visit over the life of the strategy Work with the Council's Heritage team to deliver education programmes to support the commemoration of the World War One centenary Deliver a 'dads and sons' pilot project to encourage boys to take up reading 	October 2013 March 2016 2014 – 2018 March 2016	Customer Services Manager, Culture & Sport, Children's Services and local arts organisations.

Priority Two: Community engagement and collaboration

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
2.6	Participate in the Creative People and Places project.	<ul style="list-style-type: none"> • Prepare funding bid for project to support the development of local writers • Libraries being used as key venues for one off and ongoing cultural events and activities linked to the programme. 	<p>March 2014</p> <p>March 2016</p>	<p>Group Manager, Libraries, Barking and Dagenham Arts Partnership</p>
2.7	Present an annual 'Let's Get Barking and Dagenham Reading' Festival to promote the service and encourage greater participation.	<ul style="list-style-type: none"> • Festival presented 2013 to 2016 • 15 to 20 authors booked each year • 10% increase in attendance, year on year 	October 2013 to 2016	Customer Service Manager Schools, Broadway Theatre
2.8	Deliver an effective library service for children and young people.	<ul style="list-style-type: none"> • Improved take up of service by local schools. Current take up by 76% of local primary schools. Target of 80% take up by 2014, maintained until 2016 • Improve take up of Summer Reading Challenge completion rate, currently 50%. <ul style="list-style-type: none"> ○ Year 1 55% ○ Year 2 60% ○ Year 3 65% • Annual Brocklebank and Feld Awards presented. Current awards to 30 children. <ul style="list-style-type: none"> ○ Year 1 35 ○ Year 2 40 ○ Year 3 45 	<p>April 2014 to March 2016</p>	Customer Services Manager
2.9	Develop an outreach and events policy to reach out to non-users to promote the service more widely.	<ul style="list-style-type: none"> • Policy developed • Action plan produced with target of 23% active users of library services by 2016 	<p>October 2013</p> <p>March 2014</p>	Customer Services Manager

Priority Three: Improving our buildings

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It is not necessarily possible, or desirable, to try to do the same things or provide exactly the same services at each library. Alongside a consistent and effective core offer (books, internet access, study space and information) the service should be shaped to meet the local needs of the service users in the catchment area for each library. It also needs to be recognised that there are some services for which people would be happy to travel further than their local library to access.

This reflects a key principle already expressed that we believe local libraries are at the heart of the community and should reflect its demographics and current and emerging needs,

Meanwhile, although the potential for new technology to transform the delivery of library services is as yet not fully understood, it is likely to have a growing impact during the life of this strategy on how buildings need to function – in terms of layout, presentation, staff spaces etc. and this also needs to be considered in any review of usage of buildings.



Dagenham Library

Priority Three: Improving our buildings

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
3.1	Carry out a review of current and planned changes to the strategic distribution of libraries in Barking and Dagenham and in neighbouring Boroughs.	<ul style="list-style-type: none"> Undertake a review of local library locations Research of neighbouring authorities libraries and benchmarking An understanding of strategic deficiencies in provision now and in the future and report on findings 	<p>August 2015 December 2015</p> <p>March 2016</p>	Customer Services Manager, Performance & Improvement Manager
3.2	Where there are identified deficiencies in provision, consider alternative locations for service points, such as shared space with partners, retail units etc	<ul style="list-style-type: none"> Incorporate findings into the Council's asset management and capital funding plans 	March 2016	Group Manager, Libraries; Assets and Commercial Services
3.3	Review the layout of Barking Learning Centre	<ul style="list-style-type: none"> Improved customer satisfaction through better zoning of noisy and quiet areas 	October 2013	Group Manager, Libraries
3.4	Develop alternative use plans to accommodate any future decision for the withdrawal of partners from Barking Learning Centre	<ul style="list-style-type: none"> Risk Assessment plan in place Service is 'future proofed' from the risk of budget cuts resulting from service withdrawal by partners. 	April 2014	Group Manager, Libraries; Barking and Dagenham College and UEL
3.5	Zoning options for libraries and or creation of themed branches	<ul style="list-style-type: none"> Libraries providing targeted services to meet the specific needs of the communities in which they are located. Experian data analysed to identify likely options for themed branches 	March 2014	Customer Services Manager

Priority Four: Staff and volunteers

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Critical to the success of any strategy are the skills and expertise of those delivering the service.

Both the public and staff themselves recognise that services evolve, especially those driven by new technologies and new ways of working. As a result, new skills may be needed to deliver the service effectively.

Managers in Barking and Dagenham are very aware of this, and are also interested in exploring how the roles of volunteers in supporting and delivering the service can be expanded and encouraged. This needs to be mutually beneficial to the service and in developing the skills and experience of local residents.



Children's Library, Dagenham

Priority Four: Staff and volunteers

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
4.1	Make a list of skill requirements based on the priorities of this strategy	<ul style="list-style-type: none"> Restructure the organisational structure to support the new ways of working Audit skill sets of current staff and volunteers Development of skills required to deliver the strategy 	September 2013 January 2014 March 2014	Customer Services Manager
4.2	Look at the best way to train staff and volunteers to improve service provision	<ul style="list-style-type: none"> Research best practice from across all customer service sector Identify suitable cost effective training Staff training scheduled and carried out Staff skilled to provide a better service 	September 2013 November 2013 December 2013 March 2014	Customer Services Manager
4.3	Monitoring and management of volunteer led services	<ul style="list-style-type: none"> Prepare SLA identifying key requirements and monitoring methods Mechanisms for evaluation established Support plan in place for Community Groups 	October 2013 January 2014 January 2014	Group Manager, Libraries
4.4	Getting more people to volunteer their time to support the delivery of the service	<ul style="list-style-type: none"> New volunteering policy developed and implemented Increase in number of people volunteering year on year <ul style="list-style-type: none"> Year 1 – 2,500 hours Year 2 – 5,000 hours Year 3 – 6,000 hours 	September 2013 March 2014 March 2015 March 2016	Group Manager, Libraries

Priority Five: Stock and reader development 14

Stock provision in traditional formats (mainly print) and in new technology-driven ways constantly needs to be reviewed.

There is a general acceptance that the latter are “the way forward”, but nevertheless there is still, for now, a strong interest in reading and borrowing books.

In the Borough there is a clearly defined requirement on stock (printed and digital) to support study and self-improvement.

The Library Service needs to continue to consult with customers and staff on what they want and make the best use of available information supported by statistical evidence to meet these needs in the most cost-effective way.



Pam Ayres at the “Get Barking and Dagenham Reading” Festival

Priority Five: Stock and reader development

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
5.1	Look at stock policies and opportunities presented by new technology.	<ul style="list-style-type: none"> • Research stock policies and benchmark ideal practice in terms of stock quality and cost • Research opportunities presented by new technology. Investigate new formats for stock delivery such as e-books and e-magazines 	January 2014	Customer Services Manager
5.2	Look at stock purchasing to match the reading and studying needs of the community	<ul style="list-style-type: none"> • Realigned budget to better meet the current and emerging needs of service users. <ul style="list-style-type: none"> ○ Collect data of current stock performance ○ Consult with supplier and update current specification 	March 2014	Customer Services Manager
5.3	Consider further research to inform a clear understanding of what the public want from the stock	<ul style="list-style-type: none"> • Stock budgets matched to customer needs <ul style="list-style-type: none"> ○ Update data on community profiles ○ Customers to be involved in stock selection 	September 2014	Customer Services Manager
5.4	Development of book clubs	<ul style="list-style-type: none"> • To establish a minimum of four book clubs, meeting across the service 	January 2014	Customer Services Manager
5.5	Development of writers groups in the borough. Encourage local people to get published.	<ul style="list-style-type: none"> • Establish two writers groups meeting in libraries • Prepare and submit bid to Grants for the Arts Libraries fund • Put in place a schedule of workshops and writing support for participants • Support local residents to publish their works. 	July 2013 October 2013 September 2013 September 2014	Customer Services Manager
5.6	Help to improve the health and well being of local residents	<ul style="list-style-type: none"> • Support local GPs by introducing a 'Book on Prescription' programme to support people with mental health related illness. 	January 2014	Customer Services Manager

Priority Six: Technology and innovation 15

The consultation process that informed the development of this strategy clearly showed an enthusiasm amongst many users, especially, and perhaps unsurprisingly, younger ones, for an increasing emphasis on using more technology in library services. E-books and other digital resources are already part of the service offer. In the future there will be a need to assess and introduce new offers and innovative developments as they emerge.

There is a strong willingness among staff and managers to meet these requirements, as demonstrated by the enthusiasm in the consultation workshops for a general move towards more technology and fewer books. This needs to be at a pace that suits the varied demands placed upon the service. As indicated above, the recent public consultation suggests that for the immediate future more traditional formats and services may continue to dominate demand.

That said, the service needs to take a strategic approach to the development of new services and to design and test the new offers that will enable it to respond to changing demands over the next few years. It is also important that as technology evolves and new services become possible, the infrastructure to support these is regularly updated to enable the library service to keep up to date with customers' expectations and requirements.



Self service terminal

Priority Six: Technology and innovation

The service already has a track record of innovation. It has piloted a pioneering “Home from Home” service working with the borough’s transport section and the NHS to bring home restricted clients into libraries to participate in talks and events. More recently this has been expanded to include an increased range of engagement for this client group for example using online learning and reminiscence sessions with Eastside Community Heritage for a Memory Games project in the lead up to the London 2012 Olympics

An Older Peoples Zone has been developed at Valence library to provide resources and a venue for events for the Over 50’s. Traditionally libraries provide areas with stock and activities for children and young people, but not for older library users. The area at Valence library is home to the Home Library Service collection and has a range of materials, furniture and activities such as matinee film shows craft and IT sessions aimed at older users.

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
6.1	Expand the service offer of e-books, and online subscription services	<ul style="list-style-type: none"> • Increase in take up of e-book service by 5% year on year • Increase range and subject coverage • Increase online subscription usage by 5% year on year 	March 2016	Customer Services Manager
6.2	Introduce new IT training courses run by volunteers	<ul style="list-style-type: none"> • All “New to Computer” classes run by volunteers • Classes to run at a minimum of four libraries • 600 volunteer hours delivering IT sessions per year 	December 2013	Customer Services Manager
6.3	Produce and implement a service wide ICT strategy	<ul style="list-style-type: none"> • Produce final strategy • Liaise with our IT partner to deliver strategy, using cost effective innovative solutions for delivering library function and public IT service • Full implementation of ICT Strategy • Feasibility of delivering public IT provision through Google Chrome boxes investigated • Eight Home from Home events delivered annually 	September 2013 December 2013 March 2016 March 2014	Group Manager, Libraries; Elevate
6.4	Pilot and embed new services including “Home from Home”		April 2013 – March 2016	Customer Services Manager

Priority Seven: Financial sustainability 16

The Library Service is always looking at innovative and creative ways for achieving best value for the community in delivering its services. This includes considering a variety of different service delivery models and income generation plans.

The library service will look at options for the type of services that it delivers to the community. The service should also assess if there are services that it should stop delivering.

Often, there is a tendency for library services to cater for the whole community, and in these tough economic circumstances it may be appropriate to deliver a more targeted service to people who need the service.



Dagenham Library

Priority Seven: Financial sustainability

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
7.1	Consider new management options	<ul style="list-style-type: none"> Options appraisal undertaken to inform the future shape of the service and how it should be managed Cabinet decision on way forward New way of working introduced 	<p>June 2013</p> <p>July 2013 April 2014</p>	Group Manager, Libraries
7.2	Bringing in additional income. Investigating external funding opportunities.	<ul style="list-style-type: none"> Investigate and identify suitable funding opportunities <ul style="list-style-type: none"> One Grants for the Arts funding bid to Arts Council England One funding bid to Big Lottery Fund 	<p>2013</p> <p>2014</p>	Group Manager, Libraries
7.3	Investigate other partnerships to be co-located within service points	<ul style="list-style-type: none"> Investigate suitable partners and undertake options appraisal Options appraisal completed and reported 	<p>March 2015</p> <p>March 2015</p>	Group Manager, Libraries
7.4	Reduce utility costs and ensure compliance with EU's Energy Performance of Buildings Directive	<ul style="list-style-type: none"> Ensure all libraries over 500m² are achieving at least average energy usage for their size as defined by Energy Performance of Buildings Directive <ul style="list-style-type: none"> A Display Energy Certificate displayed in relevant libraries Advice on achieving improvement in energy consumption to at least average level for size obtained and agreed from all relevant bodies Consult with Carbon Trust and Energy Saving Trust to reduce energy costs and consumption for all service points Reduced cost of electricity at all libraries Reduced cost of water <ul style="list-style-type: none"> Installation of water meters at appropriate locations 	<p>March 2014</p>	Group Manager, Libraries; Assets and Commercial Services

No	FOCUS AREAS	SUCCESS MEASURES	When	Who
7.5	Identify new partners to base services in libraries to reduce overheads	<ul style="list-style-type: none"> Overheads reduced by £20,000 per annum 	March 2015	Group Manager, Libraries
7.6	Review existing contracts and ensure best value is embedded in all new procurement agreements	<ul style="list-style-type: none"> Review existing contracts to identify potential efficiencies Ensure that service requirements with existing partners and suppliers are cost effective and reflect current and predicted service needs 	March 2014	Group Manager, Libraries
7.7	Investigate the potential for shared service delivery	<ul style="list-style-type: none"> Investigate potential services to be delivered with a suitable partner Options appraisal completed and reported 	March 2015	Group Manager, Libraries

Barking Learning Centre

The Library Service manages the Barking Learning Centre which is a centre piece of the town centre's regeneration. The Centre provides learning opportunities from basic skills through to further and higher education which are delivered by local education partners The University of East London and Barking and Dagenham College. The centre also houses the Central library for the Borough and a Council One Stop Shop facility. The centre has approximately 30 rooms, including a conference room with capacity for up to 120 people. The rooms are primarily used for delivering the courses but when these are not in use they are hired out to bring in income.

The service has recently sought to bring in additional partners to reduce the running cost of the building. Barking Job Shop has relocated to the building and currently there are negotiations with the Police to have a front counter reporting station at the BLC. The café has just been refurbished and opened in March 2013 as Relish@BLC. The council run café offers an opportunity for local residents with learning disabilities, to get experience in the hospitality sector

Spitalfields Music – partnership

Spitalfields Music based in Tower Hamlets, secured Arts Council funding and are working with Barking and Dagenham Libraries to deliver a 3 year touring programme of interactive musical sessions across the boroughs libraries. Each tour includes training for library staff in structuring story times and activities to make them more interactive for pre-school children. The first tour “A Musical Rumpus” Fairy Queen in the Forest was held in six libraries in November 2012. The performance for 0 to 2 year olds was well attended and received very positive feedback from the families involved and from the Head of the Community Music Service. The second piece Musical Rumpus: Mudlark Dances will be toured around the borough in July 2013 again preceded with training for library staff in delivering sessions using a range of musical instruments and props. Library staff are already using the techniques from the training to make rhyme and story sessions more engaging for young audiences.

Produced by Culture & Sport Division,
London Borough of Barking & Dagenham

July 2013

Library Strategy

For more information please contact Paul Hogan, Divisional Director of Culture & Sport
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CABINET**23 July 2013**

Title: "Creative Barking and Dagenham": An Arts Strategy for the Borough 2013-16	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Paul Hogan, Divisional Director, Culture and Sport	Contact Details: Tel: 020 227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Divisional Director: Paul Hogan, Divisional Director, Culture and Sport	
Accountable Director: Anne Bristow, Corporate Director, Adult and Community Services	
Summary	
<p>The purpose of the strategy is to provide a shared vision and a framework for the delivery and promotion of arts in the Borough over the next three years. It has been informed by and will support the achievement of the community priorities set out in the Community Strategy and the Council's Corporate Plan.</p>	
Recommendation(s)	
<p>The Cabinet is recommended to approve the Arts Strategy 2013 - 2016 as attached at Appendix 1 to the report.</p>	
Reason(s)	
<p>The creative arts can contribute to a number of council priorities: creating employment, supporting economic regeneration, providing opportunities for children to succeed and be valued as well as supporting programmes to improve health and wellbeing.</p>	

1. Introduction and Background

- 1.1 The arts are a great success story for Britain: providing nearly 1 million jobs and contributing £28 billion every year to the UK economy. It is estimated that every £1 spent by councils on the arts brings in up to £4 more in additional funding.
- 1.2 As well as helping our economy by creating jobs, the arts can support young people to realise their potential, enrich our lives and broaden our perspectives. They strengthen the distinctive identity of our Borough. They provide learning opportunities for all ages and abilities and support the delivery of health and social care. The arts can break down barriers between people and create a sense of community.

- 1.3 Our Borough has a long history of association with artists who have gone on to become household names like Vera Lynn, Billy Bragg, Dudley Moore and Sandie Shaw as well as more contemporary artists like grime rapper, Devlin, and singer songwriter, Jessie J. There is also strong tradition of arts participation in Barking and Dagenham and many people enjoy the varied range of arts activities which now abound in the Borough: whether this is watching our talented young people performing in school, playing in a band or youth orchestra, attending the Mela or St. George's Day celebrations, taking part in a youth theatre, seeing a show at the Broadway theatre or a dance performance in Barking town square.
- 1.4 However, the arts in the Borough also face a number of challenges. Some sections of our community rarely get involved in the arts, cuts in funding are affecting what we can do and there is scope for better co-ordination of the work of all partners. We need to be more ambitious as a Borough and better focused on what can be achieved by working more closely together.
- 1.5 While the arts will not solve all the Borough's challenges, a coordinated and collaborative approach to arts provision in the Borough, focussed on a shared agenda, should play an important part in helping to make Barking and Dagenham an even better place to live, work, study and visit.

2. Proposals and Issues

- 2.1 While there is an extraordinary array of arts activity happening across the Borough, much of it outside the realms of traditional notions of arts and culture, there is still evidence that not as many people as could be are benefitting from the huge range of individual and community benefits that the arts bring. The arts should be available to everyone as part of the journey they go through in life – whether learning an instrument at school, helping to build a sustainable career in the creative industries, mastering digital photography or taking part in a tea dance.
- 2.2 In order to build on our track record and to address the challenges we have identified, we have set out a shared vision for everyone involved in the delivery and promotion of the arts in the Borough.
- 2.3 The overarching aim of this strategy is *“To increase engagement and participation in arts and creative activity across all Barking and Dagenham's communities – ensuring all residents are given the opportunity and encouragement to take part”*.
- 2.4 We have identified five priorities where the Council and its partners will focus efforts over the life of the strategy:
- **Economic prosperity** – we will support the delivery of the Borough regeneration strategy by creating a vibrant cultural sector so that residents have access to pathways into a creative job.
 - **Skills, capacity and future talents** – we will support the achievement of the community strategy priority to ensure that every child is valued so they can succeed by enabling our young people to benefit from a creative education and to have the opportunity to develop their talent.
 - **Health and well being** – we will use the arts to support the delivery of the Borough Health and Wellbeing Strategy by helping local people to lead healthy

lives by improving self confidence and reducing isolation as well as promoting fitness and good mental health.

- **Place and community** – we will lead the way in introducing new ways for the arts to connect with people and helping to make the Borough a place all communities feel a part of.
- **Partnership and collaboration** – we will put in place the right structures, networks and knowledge sharing so that the arts can play an even more effective role in Barking and Dagenham.

- 2.5 The draft version of the strategy and the proposed improvement priorities is attached at Appendix one and has been set out in a 'plan on a page' type of format for internal use. A more detailed version of the strategy which will be used with partners and stakeholders as well as for external funding bids is attached at Appendix 2.
- 2.6 If adopted by Cabinet, it is intended to make the strategy available in an electronic format only.

Resourcing the strategy

- 2.7 The draft strategy clearly sets out that the Council's funding for the arts will reduce over the next three years. As part of the measures taken to enable a balanced budget to be set for 2014/15, the decision has been taken to cut the arts and events team budget and the four associated posts. However, a budget of £40,000 has been retained to provide the necessary match funding for the Creative People and Places programme.
- 2.8 Council funding for the Broadway theatre and the Community Music Service has also been maintained.
- 2.9 The reality of the Council's reduced capacity and resources for the arts has directly shaped the development of the strategy and the proposed improvement priorities.
- 2.10 Improving efficiency and effectiveness across the arts sector to deliver the same or greater quality and range of services for the same level of expenditure will be critical to the success of the strategy. To deliver the programmes and activities identified in the strategy, a case will be made for other funding streams to be directed towards the priorities.
- 2.11 There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies. A good example of what can be achieved in this respect is the aforementioned funding from Arts Council England's Creative People and Places programme. The bid, led by a consortium of local arts and community organisations and the Council has secured funding of £840,000 to be spent over the next three years in getting more local people participating in the arts.

3. Options appraisal

- 3.1 The options available to Cabinet are to approve the strategy and improvement priorities (with any direction on amendments to be made) or to reject it.
- 3.2 Not to approve the strategy would mean that there is no strategic framework to drive improvements in the service, which would also impact on the ability to lever in external funding to support service delivery.
- 3.3 Therefore, Members are recommended to adopt the strategy and improvement action plan with any amendments, removals, or additions as they consider appropriate.

4. Consultation

- 4.1 The development of the strategy has been informed by consultation with various groups including: Barking and Dagenham College; Arc Theatre; Studio 3 Arts; Green Shoes; Barking and Dagenham Cultural Education Partnership; Barking and Dagenham Creative People and Places programme board; the Creative Industries Quarter steering group; and Arts Council England.

5. Financial implications

Implications completed by: Dawn Calvert (Group Manager, Finance)

- 5.1 The controllable budget for Arts Development in 2013/14 is £86,800 to support the councils' art strategy. This is allocated as follows.

	£
Staff	47,800
Non-Staff	39,000
Total	86,800

- 5.2 This allocation is subject to change through the council's annual budget process.

6. Legal Implications

Implications completed by: Paul Feild, Senior Governance Solicitor

- 6.1 As with all Council services there is a legal requirement to have due regard to access and that an ongoing Equalities Impact Assessment is maintained pursuant to the Equality Act 2010 to ensure there is the widest participation and engagement that can be achieved by the strategy for all the community in the promotion of the arts.

7. Other Implications

- 7.1 **Staffing Issues** - The Council's support for the delivery of the strategy has been shaped by a previous decision to cut the arts and events teams (four posts) and related operational budgets in 2014/15.

7.2 **Risk Management** - The action plan for the strategy will be incorporated into the Culture and Sport annual service plan. Any risks associated with the successful implementation of the service plan are set out in the divisional risk register, which is reviewed by the Adult and Community Services Departmental Management Team on a quarterly basis.

7.3 **Customer Impact** - An equality impact assessment has been produced to inform the development of this strategy. It is expected that there will be a marked increase in the number and range of people who will be engaging with the arts over the life of the strategy. In particular, there will be a focus on the following:

- the development of cultural events that promote mutual understanding and respect amongst the Borough's different communities.
- projects which support creative pathways for young people into work in the creative and cultural sector or to higher education.
- activities that promote good mental health
- more opportunities for older people and pre-school age children to get involved in the arts.
- every primary school child in the Borough to have one visit to Valence House Museum or Eastbury Manor House, one visit to a local library, and one experience of a theatre, music or dance performance over the life of this strategy.

7.4 **Safeguarding Children** - A clear focus for the strategy is to improve access to the arts by children and families and to support the delivery of a creative education for every child in the Borough. There will also be an extensive programme of positive and diversionary activities provided for young people.

All arts provision delivered directly or commissioned by the Culture and Sport division will be covered by its safeguarding policy framework for children and vulnerable adults.

7.5 **Health Issues** – One of the priorities identified in the strategy is to harness the as yet untapped potential of the arts to improve the health and well being of local people. The strategy proposes to develop more opportunities for people to come together to socialise and to take an active part in the community through volunteering.

Targeted programmes will also be developed to support local people to lead healthy lives by improving self confidence and reducing isolation as well as promoting fitness and good mental health.

7.6 **Crime and Disorder Issues** - The Council has a statutory duty to consider crime and disorder implications in all its decision making. In delivering this strategy and action plan, the Council will be providing quality facilities and activities, which will provide positive activities for all residents and, in particular, opportunities for families to enjoy their leisure time together.

Background Papers Used in the Preparation of the Report:

The links to other strategies and plans that have informed the development of this report are set out in section six of the draft strategy.

List of appendices:

Appendix 1 – “Plan on a page” Creative Barking and Dagenham: An Arts Strategy for Barking and Dagenham 2013-16

Appendix 2 – Creative Barking and Dagenham: An Arts Strategy for Barking and Dagenham 2013-16

“Creative Barking and Dagenham” An Arts Strategy for Barking and Dagenham, 2013 – 2016

Aim: The overarching aim of this strategy is to increase engagement and participation in arts and creative activity across all Barking and Dagenham’s communities – ensuring all residents are given the opportunity and encouragement to take part.

Priorities:

1. **Economic prosperity** – nurturing a vibrant arts, cultural and creative sector
2. **Skills, capacity and future talent** – ensuring individuals, groups and organisations can fulfil their potential
3. **Health and well being** – ensuring all residents have access to arts activities that will support healthy lives and improve well being
4. **Place and community** – using the arts effectively to make Barking and Dagenham a place all communities feel a part of
5. **Partnership and collaboration** – ensuring strong and representative partnerships are in place to support the delivery of the strategy and that opportunities are provided to support sharing, learning, collaboration and showcasing

Governance

- Barking & Dagenham Strategic Arts Partnership will be established to oversee the delivery of the strategy.
- It will review the strategy comparing achievements against the priorities for improvement, taking account of changing circumstances and new opportunities, thereby allowing all partners and stakeholders to plan and identify resources with which to deliver key actions.
- It will meet three times a year
- Membership will be open to representatives from interested local, regional and national arts organisations, community groups and individuals, and stakeholders who are committed to the core values, aims and objectives set out in the strategy.
- The Partnership will agree targets and a standardised format for monitoring and data gathering to ensure data can be shared and compared and full and robust reporting and analysis of achievement of targets can be assessed.
- The Partnership will receive progress reports from the Creative People and Places management board, the Creative Industry Quarter stakeholder group, the Cultural Education Partnership, and the Barking and Dagenham Council culture network.

Facts and figures about the Arts in Barking & Dagenham

According to Arts Council England:

- Barking and Dagenham has one of the lowest arts participation rates in the country.
- Just 31% of residents attend or participate in arts compared to 44% nationally and 48% in London.
- 38% visit museums and galleries compared to 52% nationally and 59% in London.
- Barking and Dagenham has the lowest number of creative industry businesses of all London boroughs. The Greater London Authority Creative Workforce study identified 195 creative businesses in Barking and Dagenham employing 518 people.

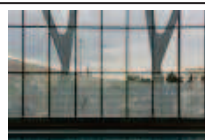
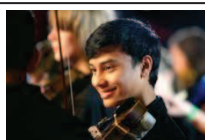
Monitoring & Evaluation

It is proposed that an annual report on the delivery of the strategy priorities will be provided to the Council’s Safer and Stronger Community Select Committee as well as the Children’s Trust, Health and Wellbeing board and the Skills, Jobs and Enterprise board.

Resourcing the Strategy

As well as aiming to drive improvements in the quality and effectiveness of arts provision in the Borough, the strategy will inform the budget setting process of the Council and its partners. It will also help to provide a compelling strategic rationale to support external funding bids for new projects, programmes and facilities.

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.



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Creative Barking and Dagenham

An Arts Strategy for
Barking and Dagenham

2013 – 2016

CONSULTATION VERSION FOR CABINET

V5.0 10/07/13

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Foreword

1

The arts matter in Barking and Dagenham.

They help our economy by creating jobs and support young people to realise their potential. They strengthen the distinctive identity of our Borough. They provide learning opportunities for all ages and abilities and support the delivery of social and health care. The arts can break down barriers between people and create a sense of community.

The arts are a great success story: providing nearly 1 million jobs and contributing £28 billion every year to the UK economy. It is estimated that every £1 spent by councils on the arts brings in up to £4 more in additional funding.

Our Borough has a long history of association with artists who have gone on to become household names such as Vera Lynn, Billy Bragg, Dudley Moore and Sandie Shaw as well as more contemporary artists like grime rapper, Devlin and singer songwriter Jessie J.

However, the arts in the Borough also face a number of challenges. Some sections of our community rarely get involved, cuts in funding are affecting what we can do and there is scope for better co-ordination of the work of all partners. We need to be more ambitious and better focused on what can be achieved by working more closely together. Our residents need to get more out of living in the greatest cultural capital in the world.

There are numerous world class arts organisations literally on our doorstep but they aren't having any impact on the lives of local people. In order to build on our track record and to address the challenges we have identified, we have set out a shared vision for everyone involved in the delivery and promotion of the arts in the Borough.

The arts strategy has been informed by and will support the delivery of the vision set out in the Community Strategy to "encourage growth and

unlock the potential of Barking and Dagenham and its residents", and which has the following priorities:

1. Ensure every child is valued so that they can succeed
2. Reduce crime and the fear of crime
3. Improve health and wellbeing through all stages of life
4. Creating thriving communities by maintaining and investing in high quality homes
5. Maximise growth opportunities and increase the income of borough residents

We have identified five priorities where we will focus our effort over the life of the strategy.

Economic prosperity – we will support the delivery of the Borough regeneration strategy by creating a vibrant cultural sector so that residents have access to pathways into a creative job.

Skills, capacity and future talent – we will support the community priority to ensure every child is valued so they can succeed by enabling our young people to benefit from a creative education and to have the opportunity to develop their talent.

Health and well being – we will use the arts to support the delivery of the Borough health and well being strategy by helping people to lead healthy lives by improving self confidence and reducing isolation as well as promoting healthy lifestyle choices and good mental health.

Place and community – we will use the arts to connect people and help achieve the community priority to make the Borough a place all communities feel a part of and where people respect one another.

Partnership and collaboration – we will put in place the right structures, networks and knowledge sharing so that the arts can play an even more effective role.

Introduction

2

The launch of the Barking and Dagenham Arts Strategy comes at a time of both opportunity and challenge for the arts in the Borough.

Firstly, the summer of 2012 saw the highest level of cultural activity across the country and London in particular, as part of the celebrations for the Queen's Diamond Jubilee and the Olympic and Paralympic Games.

Secondly, a consortium of local arts organisations and the Council has secured £840,000 from Arts Council England's Creative People and Places programme, which will be used over the next three years to drive-up participation in arts activity across the Borough.

The arts are at the heart of civil society, valued by local communities across the country. They are the bedrock of the creative economy, contributing to the nation's prosperity and its international reputation.

Some people say there are no arts in the Borough. This is not true. We must reveal all the hidden creativity we have and celebrate it.

Thirdly, the Borough has been chosen as one of only three Cultural Education Partnership pilots nationally and involves the Heritage Lottery, English Heritage, Arts Council England and the British Film Institute. Schools in the Borough as well as local arts organisations and the council will be working in partnership with these national cultural agencies to improve the co-ordination of Cultural Education so it will have a greater impact on the lives of young people and families as children progress through formal and informal education. The initiative is inspired by the publication of the Henley Review of Cultural Education.

Finally, in these times of austerity, the Council has had to make some very difficult decisions about the services it provides. Spending on arts and events in the Borough has quite rightly had to take its share of cut backs. The need to work collaboratively and in a strategic way to make best use of the resources available for the arts in the Borough has never been more important.

FUNDING TO ARTS AND CULTURE IS LESS THAN 0.05% OF TOTAL GOVERNMENT SPENDING

% 09

OF ARTS ORGANISATIONS' TOTAL INCOME COMES FROM TICKET SALES, SPONSORSHIPS, DONATIONS & PHILANTHROPY

JOBS IN THE CREATIVE & CULTURAL SECTOR ARE EXPECTED TO

INCREASE

UP TO A THIRD BY 2020

6,910

CULTURAL BUSINESSES CONTRIBUTE

£28

BILLION EACH YEAR TO THE UK ECONOMY

THERE ARE OVER

6,910

CULTURAL SECTOR APPRENTICESHIPS AND INTERNSHIPS IN ENGLAND

ARTS & CULTURE

COSTS EACH PERSON IN ENGLAND JUST 14p EACH WEEK

The cultural economy creates

694,700

jobs across England

FOR EVERY £1 INVESTED IN ARTS & CULTURE,

£1

UP TO £6 IS GENERATED FOR THE LOCAL ECONOMY

£1

£1

£1

£1

£1

£1

What we mean by the arts

3

The terms 'arts', has different meanings for different people. For some it is about galleries, theatres and concert halls; for others it is about what happens at a more local level - art, craft, drama, music, film, photography taught in schools and classes or where groups with a passion for a particular art form come together.

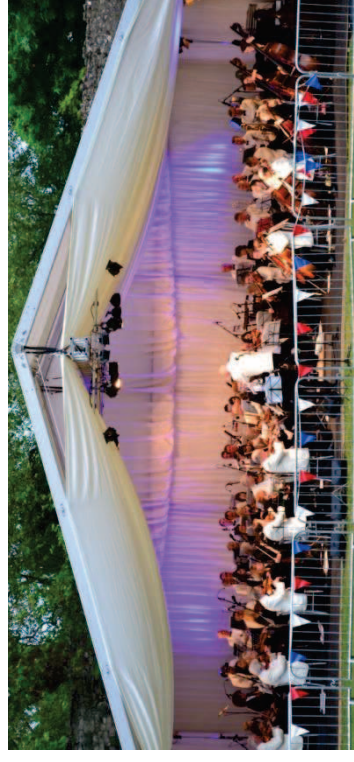
For the purpose of this strategy we are taking a broad definition of the arts which reflects Arts Council England's art form categories and includes the following activities:

- crafts - from textiles to paper-making to pottery
- dance - from street dance, through ballroom to ballet
- drama - from Shakespeare to new writing and music theatre
- literature - creative writing, storytelling
- media and design - photography, film, video, graphics, animation, digital and moving image
- music - from contemporary to classical including singing, playing a musical instrument, song-writing, mixing, DJ-ing
- visual arts - drawing, painting, and sculpture, public art, installation, printmaking and murals
- combined arts, festivals and outdoor arts

There is increasingly less distinction between art forms with the merging of forms being hastened with rapid digital and technological changes. For example, the increasing use of moving image in performing and visual arts, the streaming of live performance into cinemas, which is likely to increasingly become the norm, and the increase in cross-art form venues across the country.

There are of course huge cross-overs with broader cultural activities such as museums, archives, heritage and libraries. These cultural forms are not included as separate 'forms' here as both Heritage and Library Strategies are being developed alongside this Strategy. However, the libraries and two heritage properties in the Borough are highlighted in this Arts Strategy as key assets for stimulating and hosting arts activities.

The challenge with understanding what is meant by the arts is one of the key barriers to engaging people in the arts in Barking and Dagenham. Getting the message across that arts are for everyone and that many people do already engage in arts activity in Barking and Dagenham, but may not call it art, are the types of challenges this Strategy seeks to address. One of the main aims is to ensure that there are opportunities across the Borough for seeing, taking part in, learning a skill in or setting up a business related to or inspired by art, whatever peoples' understanding of the arts is. This Strategy also addresses those areas where the arts and the creative industries meet. The development of a sustainable and growing creative industry sector is vital for the Borough as it seeks to re-balance its economy, away from its old dependence on single large employers (such as Ford and the local authority) towards those sectors with potential to grow and develop in the future.



Classical Musical Concert

Aims

4

The overarching aim of this strategy is to increase engagement and participation in arts and creative activity across all of Barking and Dagenham’s communities – ensuring all residents are given the opportunity and encouragement to take part.

The strategy is intended to provide a shared vision for everyone involved in the delivery and promotion of the arts in Barking and Dagenham. It has been informed by and will support the achievement of the priorities set out in the Community Strategy and the Council’s Corporate Plan.

The Strategy needs to be in seen in the context of other strategic plans produced by the Council, its partners and regional and national agencies – including those covering health and wellbeing, older people, regeneration, children and young people, libraries and heritage. At the heart of this strategy is the simple belief that the arts, while hugely important of and for themselves, due to the happiness and meaning they bring to individual lives, also can and do play a much larger role in our communities.

Barking and Dagenham is an exciting and dynamic borough with much to shout about as a place to live – its award-winning new town square, its rich heritage, its extensive parks and open spaces, its safe streets – but like most London boroughs it faces considerable challenges.

These include a changing demographic with increasing numbers of people over the age of 80 and unprecedented growth in our under 18 population. The urgent requirement to create new, higher-skilled and better paid jobs in growth areas of the economy, such as the creative industries. The need to tackle problems caused by health inequality, improve community cohesion and build more sustainable communities within a high-quality environment.

While the arts won’t solve all the Borough’s challenges, a coordinated and collaborative approach to arts provision in the Borough, focussed on a shared agenda should play a major role in helping to make Barking and Dagenham an even better place to live, study, work and visit.

While there is an extraordinary array of arts activity happening across the Borough, much of it outside the realms of traditional notions of arts and culture, there is still evidence that not as many people as could be benefiting from the huge range of individual and community benefits that the arts bring.

The arts should be available to everyone as part of the journey they go through in life – whether learning an instrument at school, helping to build a sustainable career in culture or the creative industries, mastering digital photography or taking part in a tea dance.



Lords of Lightning at Showtime Festival 2012

Supporting the overarching ambition of this strategy are five priority themes for arts provision in Barking and Dagenham.

These themes are very much interlinked. They relate to how and where the arts are delivered in the Borough, how the arts interact with other key public, private and third sector services and most importantly of all, the needs of the people who live here. These themes are designed to connect with the shared vision, priorities and outcomes for Barking and Dagenham as set out in the Community Strategy and the Council's Corporate Plan, which has five key priorities: **Ensure every child is valued so they can succeed; Reduce crime and the fear of crime; Improve health and well being through all stages of life; Create thriving communities by maintaining and investing in new and high quality homes;** and **Maximise growth opportunities and increase the household income of borough residents.**

→ **Economic prosperity** – nurturing a vibrant cultural and creative sector. This theme supports the Community Strategy priority to *maximise growth opportunities and increase the household income of borough residents* and is about how the arts can help play a role in lifting the economic prosperity of Barking and Dagenham. The Borough has the lowest per household income of any borough in London. There are many causes for this – including a tradition of employment at a single large manufacturer, which now provides a fraction of the jobs it once did, low skill levels and low levels of business activity across the Borough. Things are changing though. The Borough is in the top 10 in the country for business start ups, but there is evidence that not all communities are benefitting from this. Also, steadily improving school exam results mean that our sixteen to eighteen year olds are well qualified to enter employment or undertake further training. The arts – as employers, as generators of income, as attractors of tourists, as drivers of the night time economy and more, can contribute so much to the transformation of the economy in a place. ***In Barking and Dagenham this theme is about ensuring that we better connect the arts to the wider economy and the prosperity of the Borough.***

→ **Skills, capacity and future talent** – ensuring individuals, groups and organisations can better fulfil their potential. This theme, which supports the Community Strategy priority to *maximise growth opportunities and increase the household income of borough residents and ensure every child is valued so they can succeed*, is crucial to ensuring a more successful and brighter future. More young people today are unemployed in the UK than has been the case for a generation and all face the challenge of gaining employment in a labour market that demands ever different skills and knowledge. In addition to 'hard' skills in areas such as numeracy, literacy and IT, jobs increasingly demand 'soft' skills such as self-confidence, creativity and self-motivation. ***This theme is about how the arts can play a role in ensuring that young people benefit from a creative education, have access to progression routes to a creative job or a means of developing their talent if they wish, or have the experience and skills they need to join a business or start their own.***

Our priorities

- **Health and well being** – ensuring all residents have access to arts activities that will support healthy lives and improve well being. This theme, which supports the wider Community Strategy priority to *improve health and well being through all stages of life*, is crucial to transforming lives in the Borough. Health inequality – the fact that many of the Borough’s residents are less healthy and more likely to die prematurely than in other areas of the country – is one of the biggest challenges facing Barking and Dagenham. Its causes are deep-rooted and include poor diet and physical inactivity as well as psycho-social factors such as self esteem and feelings of well being. The arts, whether it is through developing programmes that directly engage with health issues, such as depression and physical inactivity, or through their wider role in helping alleviate isolation, improving self-confidence and boosting skill levels, have a real part to play in promoting fitness and good mental health. ***Through this theme, the arts in Barking and Dagenham will become recognised as an important and valuable tool to helping people live healthy lives.***
- **Place and Community** – using the arts effectively to make Barking and Dagenham a place all communities feel a part of. This connects with the community strategy theme: *Reduce crime and the fear of crime* by helping to build community cohesion and is about how the arts can help make Barking and Dagenham an even better place to live in, work in, study in and visit. The Borough has a distinctive character, including its rich medieval, Tudor and even older history, the more recent world famous Becontree estate and as the home of established and newly emerging communities. The unique ability of the arts to celebrate, challenge and question needs to be better harnessed, in ways which bring all parts of the community together through programmes, events, performances and more. The Borough has a relatively low level of arts participation by its residents and so work is needed to expand the reach of cultural institutions within the Borough. ***This theme is very much about ensuring that Barking and Dagenham continues to lead the way in innovating new ways for the arts to connect with people.***
- **Partnership and collaboration** – ensuring strong and representative partnerships are in place to support the delivery of the strategy and opportunities are provided to support sharing, learning, collaboration and showcasing. Barking and Dagenham has a strong artistic heritage – including producing a diverse range of talented individuals such as Dudley Moore, Dame Vera Lynn, Billy Bragg, Devlin and Jessie J. It has a number of longstanding and renowned delivery organisations including Studio 3 Arts, Arc theatre, Community Music Service and the Broadway theatre. It has a great tradition of festivals and events including Molten, Create, the Town Show, East London Mela and St. George’s Day. However, the Borough is really lacking when it comes partnership and collaboration between individuals, organisations (professional and amateur), community groups and the council. This means that opportunities to secure investment and grants are missed; projects are smaller in scale than they otherwise might be and the Borough is less connected to the rest of London than it could be. ***This theme is all about how, through the right structures, networks and knowledge sharing the arts can play an even more effective role in Barking and Dagenham.***

Links to other strategies and plans 6

There are a number of key national, regional and local strategies and policies that have both influenced and had an impact on the development of the London Borough of Barking and Dagenham's Arts Strategy, these are identified as follows:

National Policy and Strategy Documents	Regional Policies, Strategies and Plans	Local Policies, Strategies and Plans
<p>Public Libraries & Museums Act 1964</p> <p>Achieving great art for everyone – Arts Council 2011-2021</p> <p>Every child matters; change for children 2004</p> <p>Building a society for all ages 2009</p> <p>Culture, Knowledge and Understanding; great museums and libraries for everyone, Arts Council 2011-2015</p> <p>Achieving Great Art for Everyone, Arts Council England Strategy and Action Plan 2011-2015</p> <p>Cultural Education Review and Governments response to the proposals made by Darren Henley (2011)</p>	<p>Cultural Metropolis; The Mayor's Cultural Strategy (2010)</p>	<p>Barking and Dagenham's Community Strategy 2013 – 16</p> <p>Barking and Dagenham's Corporate Plan 2013/14</p> <p>A Call for Change, A Plan for Action: Children and Young People's Plan 2011 – 2016 (Barking and Dagenham Partnership)</p> <p>Helping You Live the Life You Want: Older People's Strategy 2010 - 2013 (London Borough of Barking and Dagenham)</p> <p>Barking and Dagenham Heritage strategy 2013 – 16</p> <p>Barking and Dagenham Library strategy 2013 – 16</p> <p>Health and Wellbeing strategy 2012 – 15</p> <p>Economic Regeneration strategy 2013 - 16</p>

Local Context

7

The changing demographic profile of the Borough provides a unique context for the arts in Barking and Dagenham.

The population of Barking and Dagenham is changing

- The borough is expected to see one of the highest growths in population in the country, with a high proportion of the growth being accounted for by pre-school and school age children.
- The population of the borough has increased by 22,000 between the 2001 and 2011 Census which is a 13.4% increase in the borough's population.
- There has been almost a 50% growth in 0-4 year olds. This is the highest growth for this age group of any local authority in England and Wales.

- The Borough has the highest population percentage of those aged 0 to 19 at 31% in England and Wales.
- The over 60 population accounts for one of the smallest percentages of population in England and Wales.
- There has been a 20% decrease in the 65+ age group in the borough, which is the biggest decrease in London. However, growth in the over 85s will be within the top 10 highest in London by 2021.

Population Projections

- The borough's population is projected to rise to 206,600 by 2016 and 224,900 by 2021, the third highest population increase among London Boroughs. (ONS Sub National Projections 2010).

The Ethnic Diversity of the Borough's population is also changing

- In 2001 the percentage of the White British/Irish population in the borough was 82.5%: This has dropped to 51.1% in 2012.
- Most other ethnic groups have risen in both number and percentage between 2001 and 2012. This is particular significant for Black: African, Asian and White: Other Groups.

Barking and Dagenham is also among the most deprived boroughs in the country based on the Index of Multiple Deprivation

- The borough is ranked 7th within London out of 33 (where 1st is the most deprived).
- Life expectancy in the borough is two years below that of the London average for men and women, with average life expectancy for men in Barking and Dagenham is 77 years and for women, 81 years. (ONS 2011)

Overall Barking and Dagenham's population has a low level of skills when compared to other London boroughs

- 13.8% of working age residents in Barking and Dagenham have no qualifications. This is higher than the London average of 9.3%. (Annual population survey Jan - December 2011).
- 27% of the borough's population has a degree level qualification or equivalent, which is much lower than the London average of 45%. (Annual Population Survey Jan-Dec 2011)
- Levels of adult basic skills are low but are improving.



Youth Dance Group

Local Context

Key facts and figures on arts participation

According to Arts Council England:

- Barking and Dagenham has one of the lowest arts participation rates in the country.
- Just 31% of residents attend or participate in arts compared to 44% nationally and 48% in London¹.
- 38% visit museums and galleries compared to 52% nationally and 59% in London¹.

How Barking and Dagenham participation rates compare with elsewhere in London²:

	Barking & Dagenham	Hounslow	Newham	Havering	Redbridge	London average
% of adults that have attended or participated in 3 arts events on the last 12 months	32%	39%	29%	43%	42%	48%
% of adults that have visited a museum or gallery in the last 12 months	39%	53%	41%	46%	52%	59%

Key facts and figures on the creative industries

Barking and Dagenham has the lowest number of creative industry businesses of all London boroughs. The Greater London Authority Creative Workforce study identified 195 creative businesses in Barking and Dagenham employing 518 people. This is considerably below the two other boroughs in the bottom three in terms of creative business employment - Havering with 420 creative businesses employing 1221 people and Newham with 480 businesses employing 1610.

How Barking and Dagenham's creative industries sector compares with elsewhere in London³:

	Boroughs with the lowest levels of creative business activity			Boroughs with highest levels of creative business activity		
	Barking & Dagenham	Havering	Newham	Westminster	Camden	
No. of creative industry firms	195	420	480	6955	4405	
No. of creative sector employees	518	1221	1610	63789	41265	

¹ Active People Survey data 2010 (It will not be possible to use this as a measure in future as questions on cultural participation are no longer included in the annual Active People survey). Arts Council England is working on the development of new measures of arts participation.

² DCMS Active People Survey average participation and attendance for 2009 and 2010.

³ GLA Creative Sector Workforce Study 2010 (Figures from 2008)

Local Context

The arts sector

An arts audit, updating the 2008 Barking and Dagenham Arts Audit, has been carried out as part of the development of this Arts Strategy. The audit has identified many different players involved in the arts and creative sector in Barking and Dagenham with some areas of real strength identified. However, the overall picture is of a fragmented arts offer that is not serving all sections of the Borough's communities.

Performing arts (dance and drama) and music are real strengths in Barking and Dagenham with the offer particularly strong for children and young people. There is a varied offer across the Borough with amateur groups and professional arts organisations, private performing arts schools, leisure centres, youth services and schools all involved. Despite this, clearly not all children and young people are being reached and even within these arts sectors, where there are strong partnerships and connections, many organisations operate outside the networks.

Page 105
There are a number of active **visual arts and crafts** groups at a local level. Visual arts are a strength in a number of schools and at Barking and Dagenham College and there are progression opportunities through school connections with University of the Arts. At a local level the galleries at Barking Learning Centre, Dagenham Library and the Broadway are an important asset but this opportunity needs to be better connected with the overall visual arts progression offer.

Digital and media is an emerging sector within the borough. The media facilities in the schools, Barking and Dagenham College and at the new Foyer and the Eastern Edge Film Fund are areas of strength in this sector.

148 venues of varying scale and scope have been identified in the Borough, where arts activities are or could be taking place. While the dedicated arts infrastructure is limited with the Broadway the primary

The diagram and the SWOT analysis that follow summarise the Barking and Dagenham arts profile.

asset, there are numerous spaces where arts facilities are integrated with other service facilities. The libraries and two heritage properties, Valence House and Eastbury Manor host a range of arts activities, with community centres, halls, leisure centres and schools also adding to the range of venues and facilities for arts, both purpose built and adapted for use. Facilities in newly built and refurbished schools and leisure centres are a real asset that could benefit the wider community.

These include the improved dance, drama and music facilities at Dagenham Park School; new media and drama facilities at Barking Abbey School; specialist music facilities at newly rebuilt Jo Richardson Schools with the attached Castle Green Leisure Centre and Community Centre providing an auditorium as well as music, dance drama development spaces. Sydney Russell School has a media resource centre with digital film and music editing facilities and has just secured funding for a community cinema.

A **Creative Industries Quarter** is being developed centred on two of the oldest buildings in the Borough – the Malthouse and the Granary building – and provides space for creative and cultural businesses alongside new housing.

In addition to the built infrastructure, the Borough's **25 parks and 530 hectares of Green Belt** are another important asset for the arts along with the improving public realm, across the Borough.

Figure 1: Organisations delivering arts in the Borough

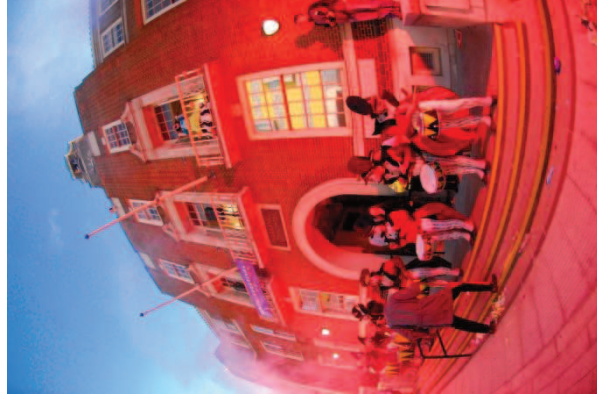
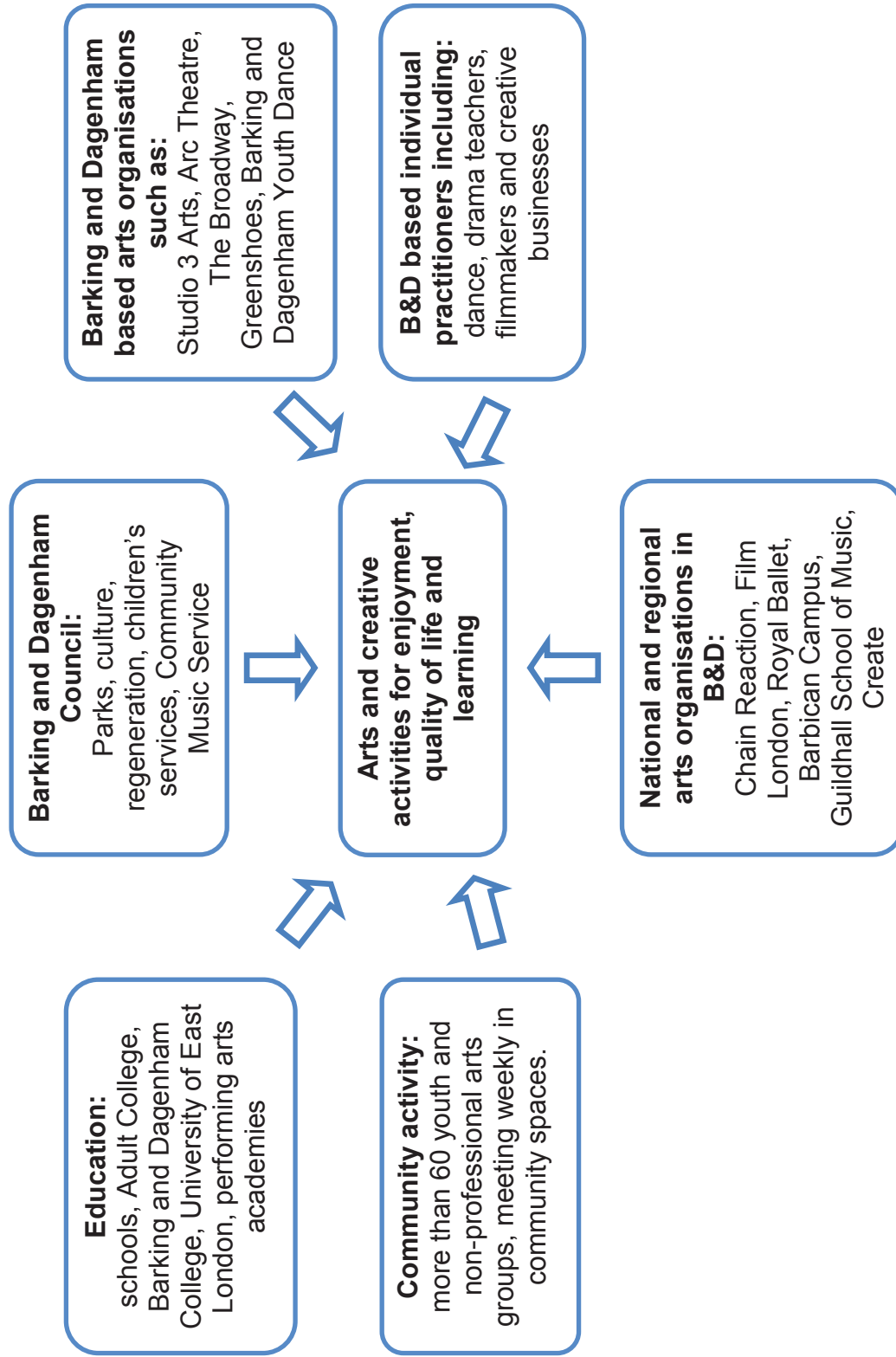
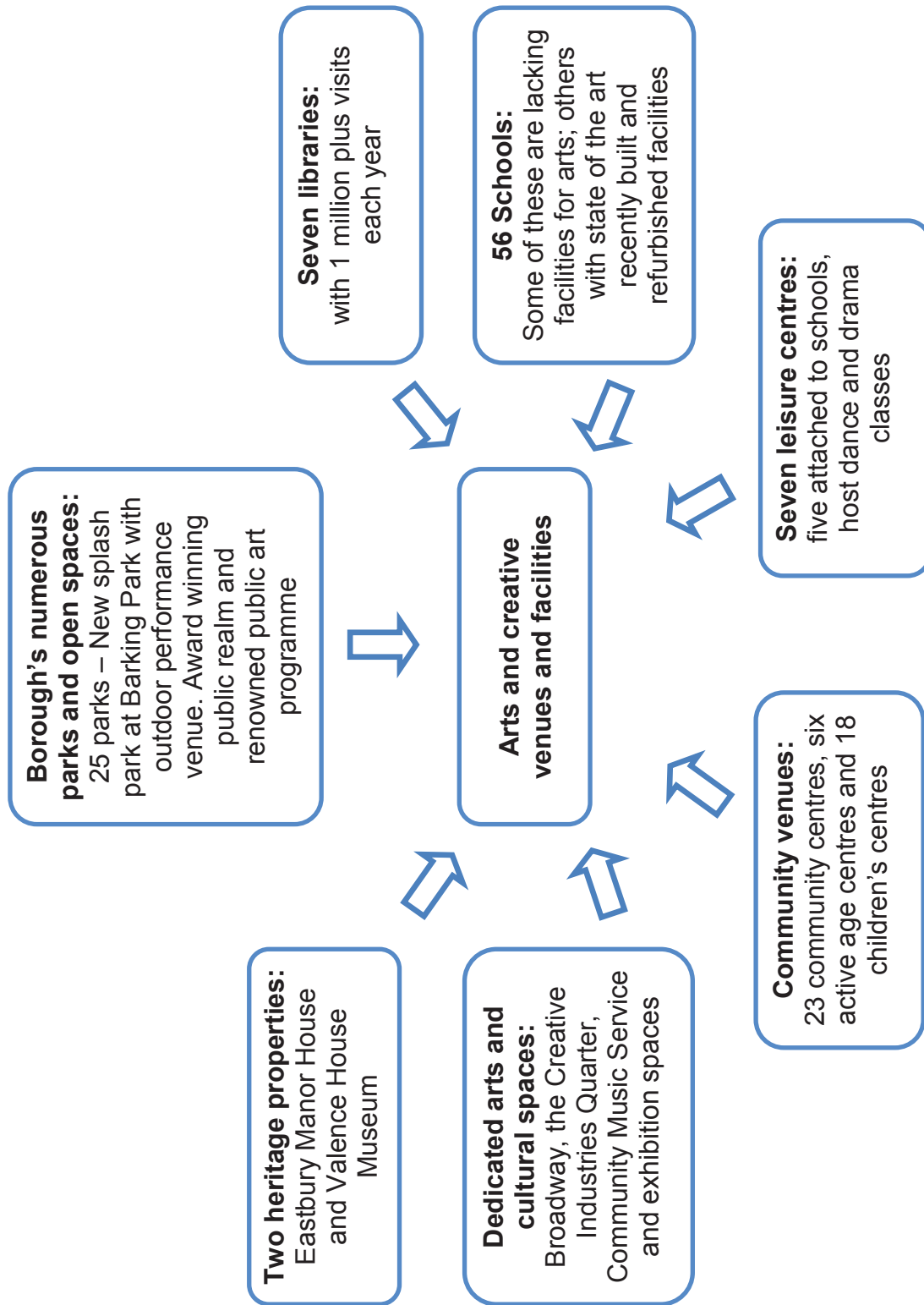


Figure 2: Facilities for Arts Activities in the Borough



SWOT Analysis of the arts in Barking and Dagenham

Strengths:

- A small core of arts organisations and individuals with real commitment to the Borough
- Strong music service operating in all schools reaching over 4,000 young people each week
- Performing arts a real strength, dance in particular - dance partnership model could be replicated across other art forms
- Private dance and drama schools sector also strong
- Long standing non-professional arts groups meeting regularly
- New arts and creative facilities in the Borough including in the schools and the new digital media facilities at the Jack Petchey Foyer
- A new operation for the Broadway supporting increased participation and improved learning and progression opportunities in partnership with Barking and Dagenham College and performing arts organisations
- Schools successfully improving, strong arts profile.
- Youth services understands and values role of the arts
- Strong and visible public art programme
- Eastern Edge Film fund supporting young people to get involved in film making
- Heritage facilities and libraries proving high quality opportunities for local people to participate in the arts.

Opportunities:

- The Borough's challenges are an opportunity in terms of attracting funding
- Community Music Service, part of a national network, with potential to develop cross arts working with partners influencing cultural offer in London.
- Schools provide an opportunity to bring all communities together if they bring families into arts programmes
- Connect commissioning more closely to the Council's core agendas
- Increase capacity within the Borough to apply for funding
- Develop effective network and forum for arts organisations
- Barking and Dagenham College and schools
- The Borough's growing diversity and youthful population
- Outdoor performance spaces e.g. Barking Town Hall Square, Abbey ruins, Barking Splash Park
- Creative People and Places programme
- Cultural Education Partnership pilot
- Creative Industries Quarter is being developed
- Partnership working with the High House production park in Purfleet and wider collaborative opportunities with Thurrock Council.

Weaknesses:

- Low levels of awareness and participation in arts activity among residents
- Failure to take advantage of external funding opportunities
- Disconnected offer, even within the Council
- Very few partnerships with regional and national organisations
- Lack of connection with the creative business sector
- Broadway Theatre not punching its weight as a core element of the Borough's cultural infrastructure
- Despite its excellent travel connections Borough feels isolated culturally
- Lack of connections between amateur and professional organisations
- Public art not as connected to the community as it could be
- Borough not capturing as many film location days as it could/should
- Limited links between cultural organisations and the creative economy
- External perceptions of Borough can be negative
- Current arts commissioning isn't directly connected to the community priorities.

Threats:

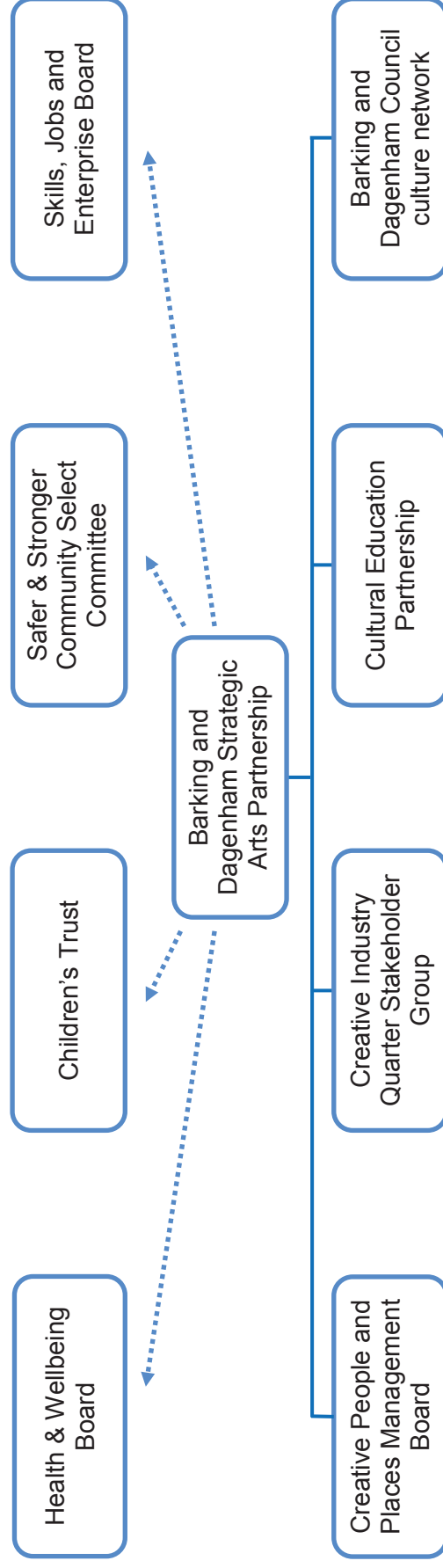
- Economy continues to contract and fewer resources for arts activity
- Other boroughs improve their capacity and offer
- Other boroughs become even more adept at securing ACE and grant funding
- Key organisations leave the Borough for bigger and better opportunities in other boroughs
- Failure to engage the coming generation of young people and the new communities
- Reduced commissioning and delivery budgets as well as capacity resulting from the cutting of the Councils arts and events team in 2014.
- Ending of the public events programme including Dagenham Town Show, Classical Music concert, St. George's Day, and East London Mela
- Long term sustainability of the Broadway and other council cultural assets in the face of Government funding cuts to the public sector.

Governance Arrangements

8

Unlike other areas of service delivery such as sport and physical activity, the partnership structures that are needed to drive forward and oversee the delivery of this arts strategy are not in place. An early priority will be to establish a clear and robust structure that will support collaboration and partnership at a strategic and operational level.

Central to this is the creation of a Barking and Dagenham Strategic Arts Partnership network. How this could work is set out below:



Successful implementation will require leadership. In the first instance it is considered that the Council is in the best place to initiate a **Barking and Dagenham Strategic Arts Partnership**.

This is intended to be the vehicle that will oversee the delivery of the strategy. It will review the strategy comparing achievements against the priorities for improvement, taking account of changing circumstances and new opportunities, thereby allowing all partners and stakeholders to plan and identify resources with which to deliver key actions.

It is expected that the Partnership will meet three times each year and it will have a membership that is open to representatives from interested local, regional and national arts organisations, community groups and individuals, and stakeholders who are committed to the core values, aims and objectives set out in the strategy.

A task for the Partnership will be to agree targets and a standardised format for monitoring and data gathering to ensure data can be shared and compared and full and robust reporting and analysis of achievement of targets can be assessed.

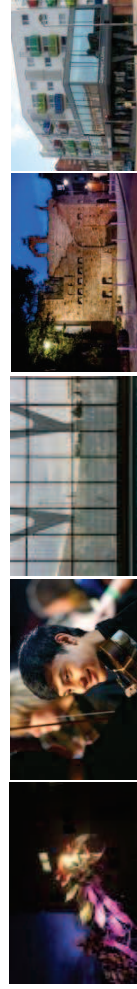
The Partnership will also receive progress reports from the Creative People and Places management board, the Creative Industry Quarter stakeholder group, the Cultural Education Partnership, and the Barking and Dagenham Council culture network.

The **Creative People and Places management board** is a recently formed consortium comprising the council and arts and community organisations (A New Direction, Studio 3 Arts, Arc theatre and Collective Voice), which is responsible for the delivery of the Arts Council England and Barking and Dagenham Council funded Creative People and Places Programme.

The **Creative Industry Quarter Stakeholder Group** met for the first time in April 2013. The main aims of the group are to:

- maximise communication and co-operation between stakeholders, developers and owners (undertaking or planning projects) in the Borough's Creative Industry Quarter;
- encourage new creative businesses into the Quarter; and
- identify external funding opportunities in partnership with stakeholders and Barking Town Centre Working Group.

The **Cultural Education Partnership** has been established as part of a collaborative initiative between the Borough's arts organisations, schools, Barking and Dagenham College and the Council alongside four national organisations whose remit is connected with the promotion and celebration of the cultural life of the UK: Arts Council England, British Film Institute, English Heritage and the Heritage Lottery. This is a pilot project and one of only three such schemes nationally.



The Partnership is intended to extend the reach of cultural activities so that more children and young people are taking part in a range of cultural education activities, with children and families better able to navigate their local cultural offer; having raised aspirations, and taking pride in where they live

The Council has a diverse relationship with the arts in the Borough. Unlike other elements of cultural services delivered or commissioned by the Council, like libraries and heritage, arts provision is managed across several different divisions. This substantial investment by the Council in the arts is not always well articulated or recognised.

Improved co-ordination, communication and sharing of information between these services would bring coherence and greater purpose to the Council's commitment to providing arts, cultural and creative opportunities for residents and visitors. It will enable sharing of resources in some instances and contribute to more effective shared planning of events and activities. Improved marketing of the Council's support for the arts and wider cultural activity will increase the visibility of the arts organisations it works with and the many social and civic benefits that together they generate.

The Council will establish a cross-departmental **Barking and Dagenham Council culture network** comprised of officers from all relevant services that will meet on a regular basis to improve the effectiveness and impact of the Council's investment in the arts. As with the overarching Strategic Arts Partnership this group will focus on communication, collaborative working and the sharing of intelligence in ways that can be achieved without undue bureaucracy.

Monitoring and evaluation

9

In these financially constrained times, it is vital that there is strong evidence in order to make the case for the arts and to show the genuine impact it has on the lives of local people. Both quantitative and qualitative evidence will be gathered through the following methods:

Taking the temperature - an annual gathering of the arts community will be held, which will focus on each of the strategy priority themes and assess progress linked to specific actions and indicators.

It is proposed that an annual report on the delivery of the strategy priorities will be provided to the Council's Safer and Stronger Community Select Committee as well as the Children's Trust, Health and Wellbeing board and the Skills, Jobs and Enterprise board.

Taking part – the Creative People and Places programme will measure changes in levels of arts participation and engagement in the Borough over the life of the strategy.

Voluntary sector - we will work with the Barking and Dagenham CVS to gather evidence on the voluntary sector across the Borough and measure the enormous contribution it makes to participation in the arts.

Organisational evaluations – individual organisations and artists will monitor the impact of their ongoing programmes.

Arts Audit – in 2016 a refresh of the Borough Arts Audit will be undertaken, which will show how the sector has changed over the life of the Strategy.

Skills and Employment – we will evaluate the impact of the support provided to the Creative Industries Quarter and through the creative apprenticeships, work experience and volunteering programmes in getting local people into jobs.



Molten Festival

Equality and Diversity 10

The overarching aim of this plan is to make arts and creative activity accessible to all sections of the community.

As has already been highlighted in the Local Context section of this report, Barking and Dagenham has a diverse population. It is recognised that equal opportunity requires targeted action, and in line with the vision for this strategy, actions will be taken to encourage all residents in the Borough, regardless of ethnicity, age, disability, faith or gender, to take part as audience members and/or participants in arts activities.

In particular, there will be a focus on the following:

- the development of cultural events that promote mutual understanding and respect amongst the Borough's different communities.
- projects which support creative pathways for young people into work in the creative and cultural sector or to higher education.
- activities that promote good mental health
- more opportunities for older people and pre-school age children to get involved in the arts.
- every primary school child in the Borough to have one visit to Valence House Museum or Eastbury Manor House, one visit to a local library, and one experience of a theatre, music or dance performance over the life of this strategy.



Forest – part of Molten Festival 2012

Resourcing the strategy

11

As well as aiming to drive improvements in the quality and effectiveness of arts provision in the Borough, the strategy will inform the budget setting process of the Council and its partners. It will also help to provide a compelling strategic rationale to support external funding bids for new projects, programmes and facilities.

However, it must be recognised that these are very difficult times for local government and that Council revenue spending on the arts will reduce over the life of the strategy. This stark reality has directly shaped the development of the strategy and the improvement priorities it identifies.

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.

To deliver the programme of activities that will be set out in the strategy, existing funding streams will need to be directed toward the priorities identified.

Although there are some notable exceptions, there is not a strong track record of securing external funding by organisations and individuals within the Borough. The level of applications to Grants for the Arts (Arts Council England National Lottery funding) is particularly low. In 2010 -11 only three Grants for the Arts awards were made to Barking and Dagenham organisations and individuals out of a total of 402 across London as a whole.

With stronger networks, training and development as well as a greater degree of partnership working, applications to Grants for the Arts, the wider Lottery programmes, trusts, foundations and the private sector could be significantly increased.

Bidding for, and securing external funding, will be a key strand of delivering this strategy if all of the improvement actions are to be achieved.

There also needs to be consideration of a range of management models including asset transfer of cultural facilities from the Council to the voluntary, private or trust sectors. These could provide a more effective way of maximising available resources in order to release funds for the continued development of arts provision in these financially constrained times.



Performance outside the Broadway Theatre

What will this mean for the people who live in Barking and Dagenham? 12

An essential part of this strategy is to encourage and enable more local people to see and participate in the arts.

This arts strategy sits alongside the Borough's heritage strategy and library strategy, which have been developed over the same period. The priorities for the arts strategy have been informed by the development of these documents, and also in turn informs and supports them.

Priorities:

1. **Economic prosperity** – nurturing a vibrant arts, cultural and creative sector
2. **Skills, capacity and future talent** – ensuring individuals, groups and organisations can fulfil their potential
3. **Health and well being** – ensuring all residents have access to arts activities that will support healthy lives and improve well being
4. **Place and community** – using the arts effectively to make Barking and Dagenham a place all communities feel a part of
5. **Partnership and collaboration** – ensuring strong and representative partnerships are in place to support the delivery of the strategy and that opportunities are provided to support sharing, learning, collaboration and showcasing

We will work to develop a vibrant cultural and creative economy in the Borough

We will:



1. establish a Creative Industries Quarter Stakeholder Group to maximise communication and co-operation between stakeholders, developers and owners (undertaking or planning projects) and to encourage new creative businesses into the Quarter.



2. establish a dedicated Creative Industries Growth Fund. The Fund is aimed at growing the creative industry sector within the borough and creating employment opportunities, work experience, training and apprenticeships for local residents. Support to individuals starting up a business will also be a feature of the programme.



3. promote the Borough as a film location and increase the number of filming days in the area.



4. put in place initiatives to increase fundraising skill and capacity to ensure increased investment in the arts in Barking and Dagenham.



5. work with east London local authorities and partners to establish a creative employment programme to provide a progression route into work experience and employment. This will seek to diversify the work force in the creative and cultural sector and encourage a greater take up of apprenticeships and paid internships by young people and employers.



Filming of “Bubbling Under”

Priority Two: Skills, Capacity and Future Talent 14

We will support groups, individuals and organisations to fulfil their potential

We will:



- 1.** aim for every primary school child in the Borough to have one visit to Valence House Museum or Eastbury Manor House, one visit to a local library, and one experience of a theatre, music or dance performance over the life of this strategy.



- 2.** through the work of the Cultural Education Partnership, establish effective pathways to the creative and cultural sector through school and Barking and Dagenham College and higher level training.



- 3.** strengthen the engagement of schools and young people in arts activities by getting more schools Arts Mark accredited and more of our young people participating in the Arts Award.



- 4.** aim to get 100% of schools in the Borough to appoint a Governor with responsibility for arts and culture.



- 5.** widen the reach of our key cultural assets, like the Broadway theatre, with its important partnership with Barking and Dagenham College as the borough's key provider of performing arts entertainment and training, as well as museums, libraries and the community music service, so that high quality arts provision is expanded and enhanced across the whole Borough.



Priority Three: Health & wellbeing

15

We will use the arts to support people to adopt healthy life styles and improve their well being.

We will:



1. sign post patients to arts opportunities as part of their treatment through an 'arts on referral' initiative.



2. develop and implement a dance development plan for the Borough.



3. establish a framework to help recruit, train and retain volunteers in arts activities and programmes.



4. develop arts opportunities within Adult Social Care settings, particularly for older people.



5. work with families in our libraries, children's centres and other locations to develop arts programmes with pre-school age children to support their movement and physical activity development, thinking, decision making and literacy skills.



“Sporting Legends” by the Sculpture Factory

Priority Four: Place and Community

16

We will use the arts to make Barking and Dagenham a place which all of our communities feel a part of.

We will:



1. use the Creative People and Places programme to support a strategic approach that will get more people from under-represented groups taking part in the arts.



2. encourage the development of a year round programme of cultural events including those that promote mutual understanding and respect amongst the Borough's different communities.



3. present an annual 'Let's Get Reading' Festival to help improve children's and adults' literacy levels, promote creative writing and support the development of local authors.



4. deliver a four year creative programme around the centenary of World War One and link this to a major programme to celebrate the centenary of the world famous Becontree housing estate.



5. develop opportunities, particularly through the Active Age Centres, to improve access and involvement in the arts for older people.





Showtime Festival


Priority Five: Partnership and collaboration 17


We will create strong and representative partnerships to support the delivery of the strategy and opportunities are provided to support sharing, learning, collaboration and showcasing.


We will:

- 

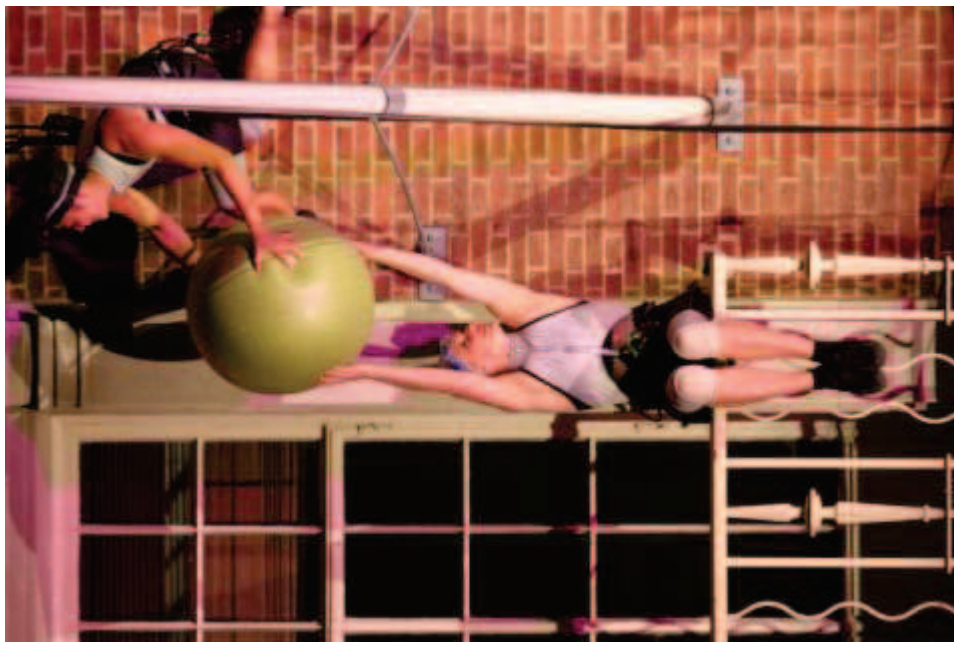
1. create an effective network of those who are involved in promoting the arts to help increase interest and participation, including the establishment of a Barking and Dagenham Arts Partnership to oversee the implementation of this strategy as well as close working with Arts Council England and the Greater London Association.
- 

2. effectively promote arts and creative activities within the borough by producing an up to date directory of arts activity, which is reviewed annually.
- 

3. develop a sustainable future for the Broadway theatre as the hub for professional and community based performing arts activity in the Borough and as a professional working environment for Barking & Dagenham College students to develop their skills, knowledge and understanding.
- 

4. put in place initiatives to increase fundraising skill and capacity to ensure increased investment in the arts in Barking and Dagenham alongside the promotion of the Borough as a film location, which will increase the number of filming days in the area.
- 

5. undertake an audit of arts activity in the Borough in 2016 to see what has changed since the audit that informed the development of this strategy.



Molten Festival performance

Produced by Culture & Sport Division,
London Borough of Barking & Dagenham

July 2013

Creative Barking and Dagenham

For more information please contact Paul Hogan, Divisional Director of Culture & Sport
paul.hogan@lbbd.gov.uk

CABINET

23 July 2013

Title: Children's Social Care Review 2012/13	
Report of the Cabinet Member for Children's Services	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Chris Martin, Divisional Director Complex Needs and Social Care	Contact Details: Tel: 0208 227 2233 E-mail: Chris.Martin@lbbd.gov.uk
Accountable Divisional Director: Chris Martin, Divisional Director Complex Needs and Social Care	
Accountable Corporate Director: Helen Jenner, Corporate Director, Children's Services	
<p>Summary:</p> <p>This report provides Cabinet with a review of significant operational service developments and inspections over the 2012/13 financial year within the Complex Needs and Social Care Division within Children's Services. The report provides a high level summary of action taken in response to local demand pressures and the Council's growing children aged under 5 demographic.</p> <p>The report illustrates that at a time of fiscal challenge and increasing demand, the work of the Division continues to be strong including some areas of 'best ever' performance.</p> <p>Section 3 of the report provides details of the work of the Barking and Dagenham Safeguarding Children Board and areas of service improvement including the introduction of the Multi Agency Safeguarding Hub (MASH). The MASH will be based in Barking and will include the police service, health partners, housing, youth offending service and probation, education and social care and it is anticipated that it will be fully operational by the early autumn 2013.</p> <p>The report also provides more specific details regarding the Council's looked after children's population, including some key areas of performance which has resulted in a period of increased stability. The report also discusses pressures and priorities for the future.</p> <p>In particular, the report shares with Councillors the increased focus upon a) the timeliness of the adoption process and b) the outcome of the Family Justice Review which requires a change of practice for both local government and the judiciary if challenging targets regarding the duration of proceedings are to be complied with.</p> <p>Corporate Parenting arrangements and improvements have been embedded and the report describes our current corporate parenting arrangements as well as the roles of elected members with assigned portfolio leads, within our corporate parenting responsibilities.</p>	

Recommendation(s)

The Cabinet is asked to note:

1. The service improvements contained within this review report and action taken in response to local demand pressures.
2. The improvements to local corporate parenting arrangements and in particular the requirement of all officers and Councillors to continue to contribute to the Council's statutory requirements, as a corporate parent, with regards to the Borough's looked after children.

Reason(s)

- Cabinet is well aware of the demographic trend within the Borough and the impact of this trend in such universal settings as school provision and community health settings. An increasing population both numerically and in terms of diversity brings with it a challenge for our more specialist services, particularly at a time of increasing financial austerity.
- Cabinet will be aware of the 2012 Safeguarding and Looked After Children Inspections findings and the Council's requirement to strengthen corporate parenting arrangements throughout the Council.

1. Introduction and Background

1.1 The Complex Needs and Social Care Division comprises of three integrated service areas each with a Group Manager lead, namely:

- Assessment and Care Management Service,
- Looked After Children Service, and
- Disabled Children and Special Educational Needs Service.

1.2 The Division has operational responsibility for all Child Protection and Looked After Children services. More recently, responsibility has included Special Educational Needs (SEN) services in response to the government's Children & Families Bill and in particular the need for local authorities to plan and implement a more integrated assessment and support process for families who care for children with disabilities.

1.3 The Division is committed to:

- Earlier intervention and prevention through our own Prevention Service and via close operational relationships with colleagues providing targeted and universal support.
- Reducing the numbers of children in care.
- Minimising the duration of Child Protection Plans.
- Strong means of engagement with young people and their families so that they can 'shape' future services.

2. Safeguarding

Demand

2.1 Councillors are aware through previous briefings that our local social work service has experienced some very real increases in demand in recent months. The OFSTED Safeguarding and Looked After Children Inspection of June 2012 reported that caseloads were high but manageable. However, increases in demand at the end of 2012 persisted into 2013 and this increase in activity required additional resources to ensure risks were more manageable.

2.2 This increase in activity is best represented through some of the data.

- January 2013.

The service received 823 contacts (as opposed to 555 in December 2012) which equates to a 48% increase. Of these contacts, 238 progressed to a referral (116 in December 2012) which corresponds to a 116% increase. In January 33 children were brought into care, compared to a monthly average of 16.

- February 2013

This was also a busy month with 698 contacts, 223 of which progressed to referral. In February 13 children were brought into care, 10 of which were as a consequence of Police Protection Orders.

- March 2013

March was a busier than average month with 680 contacts, 248 of which resulted in a referral being made. In March, 15 children were brought into care. The increase in demand has also been experienced in April. A total of 661 contacts made with the service resulting in 136 referrals. The slight reduction in referrals was obviously welcomed by the service, but this may have been as a consequence of the two week Easter Holiday break. However, whilst referrals may have been down, there were 19 children received into care during the month, greater than the monthly average.

2.3 This increase in referral activity has created pressures within our Triage and Assessment Service and has also impacted upon caseloads within our longer-term Care Management Teams. The increase in activity and caseloads is also illustrated by the number of more detailed core assessments completed within the service (the majority within the Triage and Assessment Team). At the end of March 2012, 568 core assessments had been undertaken. By the end of March 2013, some 1,144 core assessments had been completed, almost exactly double the number completed in the previous year. This increase in activity is also illustrated in the number of Section 47 Child Protection investigations initiated across the year; 706 for the year 2012/13 compared to 506 for the previous year.

2.4 The majority of referrals relate to younger children aged 0 – 5 and this reflects the rapid demographic change within the Borough as well as the pressures experienced in more universal settings such as schools, primary health care services etc. There is also a change in the ethnicity of children requiring support which again is a reflection of the demographic change within the Borough. In the main, the predominant child protection issues the service is currently managing relate to the impact upon children where domestic violence is a factor within the

household and where there are concerns of physical abuse linked to chastisement and the provision of boundaries and 'consequences' for children.

- 2.5. Consequently the service has continued to experience high demand and this increase in activity appears to be more of a trend than a 'blip'. Additional resources have been agreed to assist with the increase in workload within the Assessment and Care Management teams and progress has been monitored via our 'Caseloads Action Plan', which is reviewed by a senior management group on a fortnightly basis. This has greatly assisted the Assessment and Care Management Teams and caseloads are now more manageable and in the majority below our target maximum of 20 cases per social worker. However, demand has not abated within the Triage and Assessment Service and managers will continue to monitor closely the demand within this crucial service area.
- 2.6 The high demand for social work within the Division has impacted upon the ability to retain staff and the service has rapidly moved from a position of relatively low numbers of locum staff to a large increase to cover vacant posts as well as those recently created to manage high demand. We have spent a great deal of time working with Adecco, the Council's agency and temporary staff recruitment contractor, to raise the profile of the organisation and to ensure a proactive approach to locum recruitment. Team managers meet with Adecco on a regular basis to ensure prompt recruitment. However, this has been a challenge and it continues to be difficult to recruit a) quality staff and b) staff sufficiently experienced to work within the Borough's current pressures. Direct recruitment has continued to be difficult and the Borough has experienced a change in the often fluctuating 'social work market' within London. Approximately a year ago the Borough was able to recruit experienced and quality staff, but current recruitment is more difficult and whilst there is a pool of newly qualified staff there are obvious limitations as to how many such social workers it is sensible to recruit within any service, especially a service such as in Barking and Dagenham where we are experiencing unprecedented levels of demand. A schedule of recruitment drives have been planned across the year with a view to the recruitment of a) valued locum staff currently working within the division and b) experienced staff to assist with the current pressures.

3. Multi Agency Safeguarding Hub

- 3.1 Over the past year plans have been put in place for our own local multi agency safeguarding hub (MASH). In future the MASH will greatly enhance our abilities to safeguard the welfare of children in the Borough in a timely fashion, based upon a multi agency approach. The approach has been particularly well regarded in Devon (where the first MASH was implemented) and has been strongly endorsed by OFSTED and 'The Munro Review of Child Protection'. The development of a local MASH has been encouraged across London and the service has contributed to the London-wide steering group charged with MASH implementation across the capital.
- 3.2 Essentially the MASH will consider all concerns raised by partner agencies on a multi agency basis. Referrals will be received by the MASH and existing information from each agency will be collated to better inform more timely decision making. This approach will ensure that:-

- Low level repeat concerns can be identified
- Concerns will not be 'masked' by volume or bureaucratic processes between agencies
- Enable effective interventions at the earliest opportunity
- One route in, and one decision making process, ensures a consistency and standardised approach to risk assessment

3.3 The creation of the MASH ensures that interventions can be timely via the application of information sharing agreements.

3.4 The MASH will be located at Roycraft House, Barking, and will include the police service, health partners, housing, youth offending service and probation, education and social care colleagues who are all key partners in the development of the MASH and have all contributed to the multi agency steering group in preparation for implementation. With the high levels of domestic violence experienced within the Borough we are also considering how best such specialist knowledge could also be incorporated within the final MASH model.

3.5 With the physical premises at Roycraft House now completed partners have begun to identify staff from their agencies to operate from the MASH and these colleagues will join the MASH incrementally over the course of the summer with a view to the MASH being fully operational by the early autumn.

3.6 A project plan and timeline is in place to ensure structure and 'pace' around the delivery of the local MASH and the multi-agency steering group will continue to meet and work upon the identified work-streams and will also provide initial governance for the MASH. A governance structure is being put into place to ensure that the MASH reports into the Barking and Dagenham Local Safeguarding Children Board.

4. Care Proceedings Pilot

4.1 The increase in social work activity has also resulted in an increase in the number of children for whom the local authority is seeking care orders to secure their longer-term safety and stability. At any one time Barking and Dagenham has approximately 90 cases within proceedings and many of these cases involve large sibling groups. Consequently the amount of social work time consumed by a) preparing for and b) attending Court is considerable, especially in a local authority such as ours with an increasing under 5's demographic. Current demand pressures have coincided with the conclusions of the Family Justice Review and a renewed maximum timetable of 26 weeks for the completion of all care proceedings. Consequently the Council has agreed to participate in a sub regional partnership of the 5 North East London local authorities linked to Stratford Family Proceedings Court aimed at supporting this transformation of the current process.

4.2 The Care Proceedings Pilot aims to promote good decision making in the Court and reduce unnecessary delay for children undergoing care proceedings. Evidence from the Family Justice Review and from local analysis indicates that care and supervision cases are taking longer to conclude. The search for certainty and the recognition of the enormity of the decision being made in care proceedings has led to a position where a wealth of evidence is heard in Court. In some cases however, there has been a lack of urgency and bureaucratic reasons

for delay. Routine cases can take almost a year to be concluded and such delay can impact negatively on children, as well as being financially costly for all parties.

4.3 Working together with the judiciary, the Court services, (CAFCASS) and other key stakeholders, the Tri-borough local authorities (Hammersmith and Fulham, Kensington and Chelsea, and Westminster) started a pilot project whose aim was to minimise unnecessary delay. The Care Proceedings Pilot commenced on 1 April 2012 for an initial 12 month period, during which approximately 100 cases would have been heard. An early indication from the Tri Borough pilot has been that a number of significant factors need to be in place to maximise the impact of the project:

- The identification of a Court Case Manager, working directly with social workers, managers and the court itself. The aim of this post is to considerably improve the quality of social work assessments and statements presented to court as well as practical, 'trouble shooting' assistance in relation to the proceedings timetable.
- Both the Inner London Family Proceedings Court and the Principal Registry of the Family Division have begun to work to provide judicial continuity in as many cases as possible. Magistrates and Judges have discussed the pilot and will be working to implement tighter case management of timescales for the child from the Court. Judicial consistency will obviously have beneficial impact upon timescales
- CAFCASS have made a commitment to provide timely and proportionate involvement from Guardians with cases being allocated from the first hearing.
- The Courts have agreed to a 'greater pragmatism' around the number and length of expert witness reports and will apply greater significance to the reports provided by the social workers. Greater significance will also be placed upon the evidence provided during the first hearing and consequently the need for high quality evidence to be provided by the social worker, supported by the Court Case Manager, will be crucial.
- The pilot will create a feedback and learning loop throughout the life of the pilot, by monitoring and tracking cases and examining process, costs and outcomes for children. We will hold quarterly post case reviews in which all stakeholders will engage in a systems analysis and critical reflection about cases which have completed proceedings.

4.4 The project team and Barking and Dagenham officers will evaluate the success of the pilot in meeting the objectives and provide a cost benefit analysis which will be summarised in a final report at the end of the pilot period. It is likely that we will have a good indication by the end of 2013 about how effective the pilot has been in reducing unnecessary delay and therefore sustainability planning will take place at that time.

4.5 In Barking and Dagenham officers have identified a manager within the Council to operate as the Court Case Manager and LBBB is ahead of our neighbouring boroughs in this respect. Whilst it is 'early days' in terms of the project itself we are already seeing a positive impact being made with the appointment of our own social work operational manager in this post.

5. Barking and Dagenham Safeguarding Board

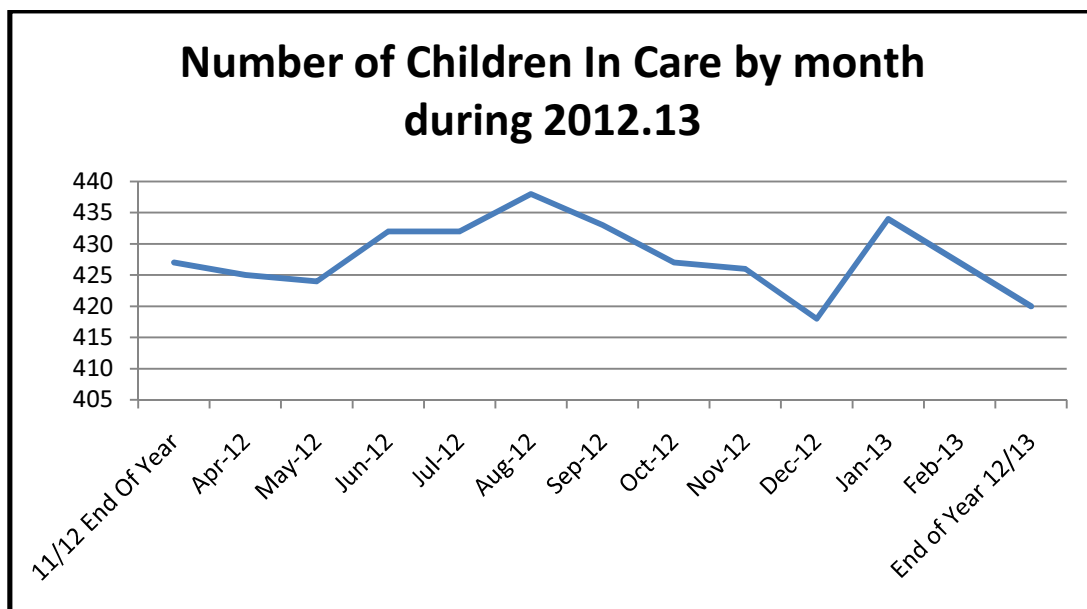
- 5.1 The Barking and Dagenham Safeguarding Board produced its 7th Annual Report covering activity for the year 2012/13. The report discusses the outcomes of the Safeguarding and Looked After Children inspection of June 2012 and the subsequent judgements, 'good' for safeguarding and 'adequate' for children in care. The report also discusses the changing strategic landscape within the Council and the implementation of the Boroughs Health and Wellbeing Board and its connection to the Local Safeguarding Board's responsibility to provide strategic leadership for the safeguarding of children in the Borough. In particular, the Safeguarding Board report discusses the changes introduced with the passing of the Health & Social Care Bill and the role of the local Clinical Commissioning Group, commissioning local health services for LBBB children. The local Clinical Commissioning Group as well as the National Commissioning Board (NHS London) are both new partners to the Barking and Dagenham Safeguarding Board.
- 5.2 Child protection guidance has been issued in the form of 'Working Together 2013' and the Safeguarding Board has taken a lead role in its implementation. The Authority's 'Quality Assurance Strategy' has recognised the requirement to scrutinise this area of activity (the quality of local 'early help' services will form part of future Ofsted inspections) and will form part of the Safeguarding Board's remit in future as the 'child's journey' through the local child protection system will be an increasingly significant area of future inspection regimes.
- 5.3 The Safeguarding Board's Annual Report continues to comment on the pressures experienced by all services as a consequence of the significant demographic growth in the children under 5 population, an issue which is also compounded by national welfare reforms. The national profile of the sexual exploitation of children missing / missing from care remains a particular priority for the Board and is an issue of heightened vigilance for all partners.
- 5.4 Priorities for 2013/14 include:-
- Embedding the guidance within 'Working Together to Safeguard Children 2013'
 - The local roll-out of an e-common assessment framework (E-CAF) tool
 - Progressing the 'Troubled Families' agenda
 - Embedding the Multi Agency Safeguarding Hub (MASH)
 - Strengthening joint working between Adult and Children's Services
 - Embed Quality Assurance through learning and development from the 'front line' services through to the Barking and Dagenham Safeguarding Board.
- 5.5 The Board's full report can be accessed via the link <http://www.bardag-lscb.co.uk/professionals/Documents/BDSCB%20Annual%20Report%202012-2013%20FINAL.pdf>.

6. Children in Care Numbers

- 6.1 The number of children in care fluctuated over the past 12 months, peaking at 438 August 2012, but this lower than last year's peak of 442 which occurred twice over the course of 2011/12. The end of year figure indicated a slight reduction in numbers to 420, a net decrease of 7 compared to the end of year figure of 427 in March 2012.

	2011/2012	2012/2013
Number of Children In Care	427	420
Number in Residential Care	29	22
Number in LBBB Foster Care	242	248
:of which in Borough	110	113
:of which out of Borough	132	135
Number in Agency Foster Care	87	81
:of which in Borough	15	10
:of which out Borough	72	71
% of all CIC in Foster Care Placements	81.0%	81.7%
Number of Private Fostering Arrangements	10	7

- 6.2 The profile across the year is illustrated in the diagram below. Growth in CiC numbers peak in August 2012 and then steadily falls, rising sharply in January 2013, which corresponds with a period of peak demand.



- 6.3 This indicates strong and improving performance across several areas of the service, namely:

- Improved gate keeping of services and care provision and better 'management grip' of process.

- The introduction of our Access to Resources Team and the commissioning of a range of 'edge of care' options to prevent care episodes and also placement breakdown.
- A more flexible use of our highly skilled foster carers to provide care but to also assist and support families where appropriate.
- The alignment of our in-house Prevention Service alongside the Access to Resources Team. This has meant that 'in-house' early intervention and prevention options can be quickly mobilised to provide support and solutions to families via the Crisis Intervention, Restorative Justice and Family Group Conferencing specialists available within the team.
- A change of culture amongst the social worker workforce, rather than seeking 'placements' the Access to Resources Team is now more frequently approached by practitioners with a range of family needs and strengths upon which a prevention package can be built. This is a much improved position from 'placements' being requested.

6.4 It is worth mentioning that this performance needs to be considered in a context of a rapidly increasing local demographic, experienced as a pressure in community health settings and primary school places. Consequently there has also been an increase in demand upon social care services within the Borough but this demand has been managed and stabilised (in terms of care provision) through the implementation of the above initiatives.

7. CiC Profile

7.1 The profile of the CiC population remained reasonably static. A 2% increase in children under 10 years old in care, a 2% reduction in 10 years+ when compared to 2011/12. Although slight this shift is illustrative of the local demographic position and also reflects our robust stance and interventions regarding the safeguarding of young vulnerable children within the Borough.

7.2 By ethnicity, compared to March 2012, populations remained reasonably stable other than a 4% reduction in white UK children being cared for by the Council. We have also noticed the beginnings of what we may see as a continuing trend of Eastern European families and particularly Lithuanian families, featuring in our care statistics.

7.3 Operational pressures have included an increase in young Black African children entering care via Police Protection Orders. The service continues to work closely with the Police Service regarding this issue (both 'uniform' and Child Abuse Investigation Team elements of the Metropolitan Police). A successful bid was also achieved for 'invest to save funds' to resource a strategy to more pro-actively address this pressure in the Borough.

7.4 The approach has 3 elements;

- Engage with and commission a specialist provider to work proactively with families whose children have been subject to police powers of protection and to

provide, through an 'educative process' alternative methods to provide boundaries and consequences for the children.

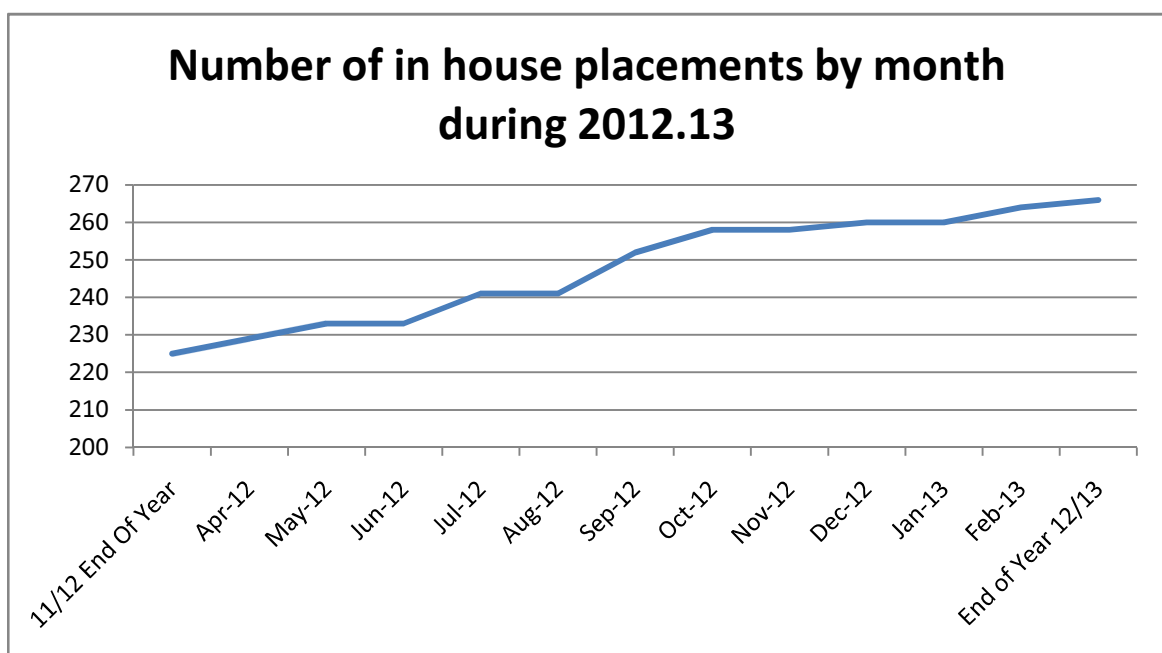
- Provide a training programme to targeted and identified universal providers so as to provide such interventions via more pro-active early intervention work
- To work closely with the local relevant faith and community groups and to provide support on a more 'anticipatory' basis and pro-actively prevent incidents where physical chastisement has been over used by families.

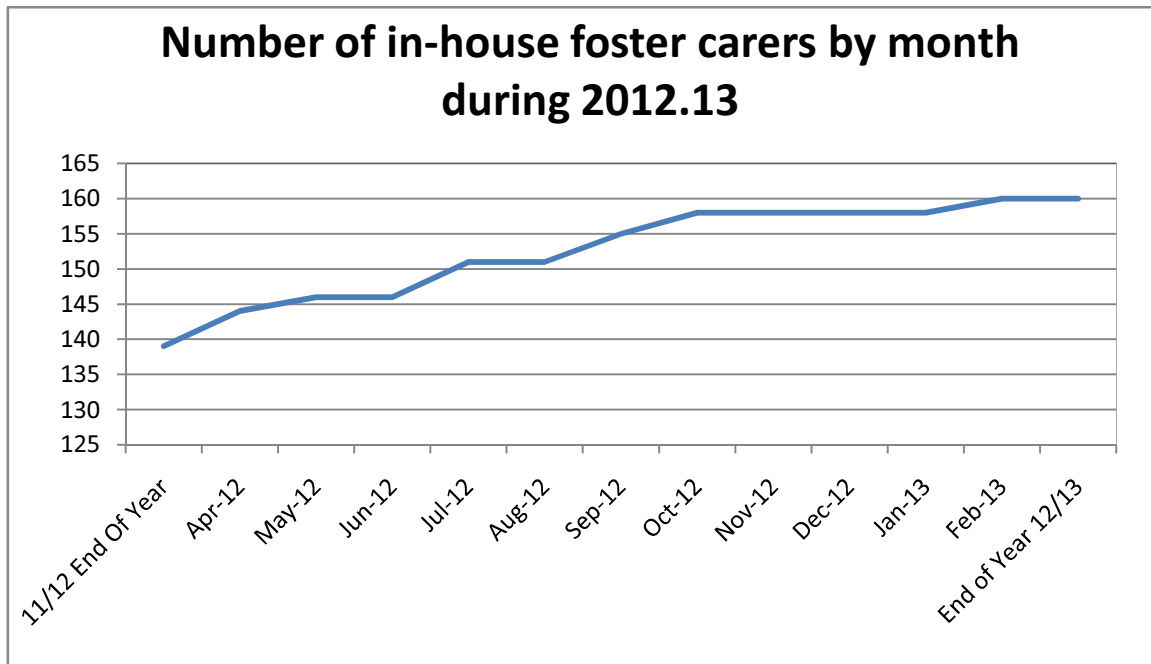
7.5 Children experiencing long standing chronic neglect and requiring care proceedings and subsequent placements as a consequence of escalation, still feature within our care population. However, an awareness of this factor has contributed to a greater expectation that universal and targeted partners will support such families through the early planning and mobilisation of help and support through the CAF and Family CAF process.

7.6 The performance of the Barking and Dagenham Fostering Service has made a huge contribution to some key areas of performance with regards to our looked after children population. At March 2013 the service had recruited 160 fostering households, compared to 139 in March 2012. Those 160 households were able to offer 266 placements to Barking and Dagenham children, compared to 225 at March 2012. This is a net increase of 41 placements in the year, far in excess of the team target of a net increase of 20 carers for the year. The team's performance is in direct contrast to that of neighbouring boroughs who continue to struggle to recruit new, quality carers.

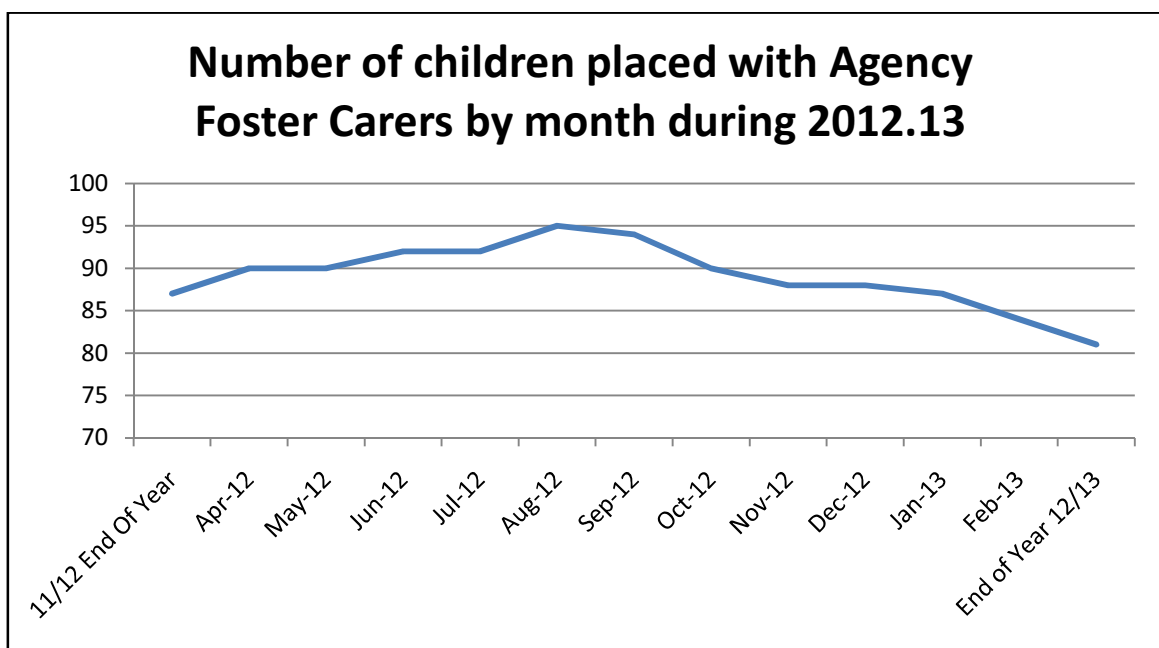
8. Placement type

8.1 2012/13 showed a growth overall in use of foster care. 329 young people in care were cared for within in foster care placements but an increasing number of these placements have been with the Borough's foster carers.





8.2 Use of Independent Fostering Agency (IFA) placements reduced slightly also over the year, 81 placements at March 2013 compared to 87 in March 2012. IFA placements frequently come with a cost premium so this reduction in usage has also had a positive impact upon the placements budget. The fostering team are also recruiting carers who have previously fostered for such IFA's. With the availability of local government finance contracting and children's placements being historically a high and volatile area of spend for any council, placing authorities have begun to reduce their usage of high cost IFA placements. This has resulted in carers, who have not received placements from their IFA's, approaching the Borough to become local authority foster carers. Here again this is a phenomena not experienced by our neighbouring authorities and is connected to the positive high profile of the team.



- 8.3 The Barking and Dagenham Pitstop Project (the LBBD specialist Multi-dimensional Treatment Foster Care (MTFC) scheme) at end of year cared for 9 young people. All these young people would require high cost residential placements if the Pitstop scheme were not available and consequently the team continue to provide a high quality and highly valued service. It has been a particularly successful year for the team. Over the past few months a number of children have completed the programme with their carers. Ordinarily at this point young people would then move on to an alternative family and more permanent long-term care arrangement. However, this year has seen a cohort of children for whom their attachments to their carers are so strong that all parties have made the decision to continue their existing placements. This is a hugely significant decision for these children and is a true measure of the success of the programme; the Pitstop carers in question have turned around the lives of these most troubled and damaged children and have prevented a potential pathway into institutional care, with all the associated poor outcomes young people subsequently experience. This move presents a challenge to the project as new 'replacement' carers need to be identified and trained, but it is of course a significant success story.
- 8.4 Pitstop also celebrated its accreditation this year via the national MTFC support team and the university research team based in Oregon USA. This is a hugely significant achievement for the team. Not only are they the first accredited programme for 7 to 11 year olds nationally, they are the first in Europe. The service is immensely proud of the team, their hard work and their commitment to young people and we can truly say that in Barking and Dagenham we have services that are amongst the best in Europe. The team's success can also be gauged by the number of enquiries received from other local authorities regarding placement availability. Until more recently such a move has not been possible but at time of fiscal reduction the team are considering whether financial sustainability can be secured through the 'trading' of possibly two Pitstop placements, established specifically to 'sell'.
- 8.5 Performance regarding the approval and availability of adopters also showed increased performance over the year. In total 39 adopters were approved in 2011/12, compared to 26 in 2010/11.
- 8.6 Usage of residential care also decreased over the year from 37 high cost placements to 29 at March 2012. These high cost placements continue to be monitored on a monthly basis with Children's Services Lead Member and the chair of the Members Corporate Parenting Group.
- 8.7 The table below offers some information regarding placement proximity to the Borough. Whilst an increasing percentage of CiC are cared for by Borough carers, not all foster families reside within the Borough itself. This is largely an issue of housing stock; the Borough has a very large 'council housing stock' which does not lend itself to surplus bedrooms and sufficient space in general to be available to make fostering an option for prospective families, hence the need to recruit carers from beyond the borough boundaries. However, as the table illustrates, 'out of borough placements' are in the main with neighbouring boroughs or authorities within a short distance of B&D itself, ensuring that contact with professionals is easily maintained and that some services provided within the Borough are still accessed by young people who do not strictly reside with us. Our Participation and Engagement Team is a strong example of such work in action,

working hard to maintain contact and engagement with young people wherever their placement settings may be. The Service is particularly aware of the pressures experienced by schools in Kent due to the large numbers of CiC placed in the county by London authorities in particular. Whilst our numbers of CiC placed in Kent are relatively low we have chosen to recruit a dedicated Advisory Teacher for such young people and for this teacher to be based in Kent and work closely with the schools providing education for LBBB CiC placed in the county.

Local Authority	No. of YP's Placed
LBBB	150
Havering	93
Redbridge	53
Essex	29
Kent	19
Placed for Adoption	13
Thurrock	11
South end on Sea	7
Tower Hamlets	5
Birmingham	4
Waltham Forest	4
Bromley	3
Hampshire	3
Medway	3
Newham	3
Surrey	3
Enfield	2
Hammersmith and Fulham	2
Lewisham	2
Suffolk	2
Croydon	1
East Sussex	1
Hackney	1
Haringey	1
Liverpool	1
North Lincolnshire	1
Norfolk	1
West Sussex	1
Wrexham (Wales)	1
Total	420

9. Adoption Performance

- 9.1 Previous reports to elected members have shared the strong performance of the Barking and Dagenham adoption team and in particular the inspection findings of 2012 which judged the service to be 'good' overall and 'outstanding' for safeguarding. Councillors will also be aware that the coalition government have raised the profile of adoption services nationally and have considered the performance of both local authority and independent adoption agencies.
- 9.2 In bringing 'rigour' to the performance of adoption agencies the Department for Education have, on a 6 monthly basis, published 'adoption scorecards' as a

measure of each local authority's adoption performance. The scorecards measure a) the average time taken between a child entering care and moving into its adoptive family and b) the average time taken from when the authority receives a Court Order agreeing to a child being adopted and the child is matched with an appropriate adopter. At present Barking and Dagenham's performance is outside of the target timescale for the former performance measure but within the target for the latter.

9.3 There are several issues to consider here which contribute to performance.

9.3.1 Barking and Dagenham has at any one time approximately 85 to 90 cases within the Court arena and the average length of proceedings is approximately 50 weeks. The reasons for this are varied (social work caseloads and case complexity, the insistence of a range of expert witness statements required by the courts, the exploration of extended family late in proceedings etc) but with the implementation of the Family Justice Review, all proceedings are subject to the target of 26 weeks for completion. This is a target for all parties including the Courts. Greater compliance will thus contribute to improved adoption timescale performance and we envisage the role of our Court Case Manager (as discussed above) to be highly influential in the improvement in this performance area.

9.3.2 The children for whom adoption is the preferred permanency plan are increasingly complex in nature within Barking & Dagenham. The Borough also has a higher number of sibling groups for whom we are seeking adopters. These added intricacies make for challenging family finding and matching. However, our adoption 'breakdown rate' is very low, especially when compared to comparator boroughs which suggest that the team takes the time to make the right decisions for children. Consequently this child centred approach may at times take the service performance outside that which is suggested by the Department for Education.

9.4 To assist with these challenges the Department for Education has provided all local authorities with financial assistance in the form of a one year grant, an amount of which is specifically ring-fenced to improve 'adopter recruitment performance'. The Barking and Dagenham Adoption Service have discussed a range of actions to target improved adopter recruitment.

9.5 The service shall also be exploring the use of this grant to provide a 'diagnostic'; essentially a review completed by an external agency (such the British Agency for Adoption and Fostering – BAAF) to provide an objective view of current practices within the adoption service and some analysis and recommendations as to how the service can be improved.

10. Members Corporate Parenting Board (MCPB)

10.1 The Borough's corporate parenting arrangements were identified in the Safeguarding and Looked After Children's inspection of June 2012 as an area that needed strengthening and whilst there was recognition within the inspection of action taken, the impact of the MCPB was still to be seen.

- 10.2 Following on from a workshop in April 2012, the panel itself was revised, new Terms of Reference agreed and the Corporate Parenting Strategy and Action Plan were reviewed and refreshed.
- 10.3 Since April of last year the panel has met regularly on a bi-monthly basis and has been chaired by Councillor Letchford, who is also the Chair of the Children's Services Select Committee. Councillor White, Portfolio Holder for Children's Services, has also attended regularly as have partners from health, social care, leisure services, education and the corporate management team. The Council's Rights and Participation Team have continued to attend and support the Borough's Children in Care Council (Skittlz) at the MCPB meetings.
- 10.4 The meetings themselves have focussed on a range of standard agenda items (including health, education and social care performance) as well as 'thematic' discussions which have been generated by young people themselves. In particular, the MCPB has focussed upon young people in care's ability to access leisure facilities (both within and beyond the Borough) and the connection to the range of associated potential health benefits, as well as the performance of our Leaving Care Service and their ability to support young care leavers accessing suitable education, employment or training options.
- 10.5 The Participation Champions group has also continued to meet on a bi-monthly basis as a sub group of the Corporate Parenting Group. This group comprises of young people and frontline social work practitioners and has been focussed around simple, pragmatic changes to practice aimed at making improvements to looked after children's lives. The group has discussed simple ways for foster carers to compile life story books with young people, implemented a range of ways that young people can contribute to their looked after reviews and has shared with young people the responsibilities foster carers now have through 'delegated authority'. The Participations Champions group itself continues to be a vibrant and stimulating sub group of the Corporate Parenting Board and is valued by young people and professionals alike.
- 10.6 The Children in Care Outcomes group has also continued to meet on a quarterly basis to provide rigorous, cross agency challenge with regards to various areas of performance linked to improving outcomes for looked after children. The group is data and target driven and provides an opportunity for all partners to debate performance as well as agree strategies to tackle areas of improvement.

11. Social Care Transformation Programme

- 11.1 As discussed above, the Children's Complex Needs and Social Care Division have been working with a range of challenges to service provision over the past 12 months. These challenges have presented in a range of forms; a series of external inspections conducted over the past 18 months; legislative and policy change at a national and local level; a challenging financial landscape set in stark contrast to a child population growing rapidly in both number and complexity of need. Consequently the Directorate Management Team has begun to consider how we need to transform current service deliver in order to maintain a high quality and supportive service to the most vulnerable children within the Borough. The programme is ambitious but necessary as we believe current operational models

are not sustainable at a time of increasing demand and complexity against financial contraction.

- 11.2 A number of strands of work have been developed as a result. As these work streams have commenced it has become apparent that careful coordination is required to ensure that all planned, and ongoing, strands of work take sufficient heed of potentially dependent and impacting parallel developments.
- 11.3 To this end it was agreed to implement formal programme management arrangements. These arrangements are now under the banner of the Children's Social Care Transformation (CSCT) Programme.
- 11.3.1 The purpose of this programme is to deliver the desired objectives of the CSCT Programme. In broad terms, this is the development and implementation of an operating model for Children's Social Care (CSC) which is both financially sustainable and provides the best possible outcomes for the most vulnerable children, young people and their families in Barking and Dagenham.
- 11.3.2. The programme will build on the 'business as usual' improvements that have already been made by the service, and will have a focus on responding to the more immediate concerns in the short-term, with medium to long-term strands of work focussing on ensuring future sustainability.
- 11.3.3 The programme will be adopting a 'whole system' approach in the belief that all services provided to families are inextricably linked and therefore interdependent. The project will also factor in consultation and engagement points with staff, partners and families.
- 11.4 The programme has a number of objectives with associated Project Groups, all of whom have project groups and leads. The objectives are:-
- Implement the changes required by the new Working Together to Safeguard Children guidance.
 - Address the pressures in the Assessments and Care management Teams.
 - Ensure services at Tier 2 are considered in light of changes at Tier 3, to ensure alignment and the smooth transition between the two.
 - Ensure that the Assessment and Care Management Services are redesigned to deliver service objectives whilst ensuring future sustainability.
 - Implementation of the Multi Agency Safeguarding Hub (MASH)
 - Implementation and / or redesign of key IT systems to support operational service delivery.
 - Ensure that Looked After Children services are redesigned to deliver service objectives whilst ensuring future sustainability.
- 11.5 A Programme manager has been assigned to facilitate and support the progress of this transformation programme and governance will be provided via programme

board comprising of the divisional management team. The Programme Board will be chaired by the Programme Sponsor, the Children's Services Corporate Director. The Divisional Director for Complex Needs and Social Care will operate as Project Lead for this programme.

12. Consultation

- 12.1 This report has been widely circulated and comments where received have been included.

13. Financial Implications

Compiled by Dawn Calvert, Finance Group Manager

- 13.1 There are no direct financial implications to this report.
- 13.2 The Social Care and Complex Needs budget for 2013/14 is £29.291m. As at May 2013 the service is reporting a balanced budget for 2013/14. However, this position is masking £4m of management actions, a number of which are one-off and will not continue into 2014/15.
- 13.3 The change from LACSEG (Local Authority Central Spend Equivalent Grant) to Education Support Grant, together with the changes to the funding of statutory services to two year olds from General Fund to the Dedicated Schools Grant have released £2.7m of ongoing funding to invest in social care demand pressures. Grant income of £604,000 is available in 2013/14 to manage pressures but, at present, there is no indication this will continue into 2014/15.
- 13.4 The Targeted Support Division is forecasting an under spend in 2013/14 of £1.060m but this is largely as a result of the early achievement of approved savings for 2014/15 which means this is unlikely to continue into 2014/15. Finally, a drawdown of £0.754m will be required from the Children's Services Reserve to achieve a balanced budget position for 2013/14.

14. Legal Implications

Compiled by: Lindsey Marks, Principal Solicitor

- 14.1 The responsibility of corporate parenting applies to the Local Authority as a whole and not just the departments directly responsible delivering services to children and young persons.
- 14.2 The Children Act 2004 and statutory guidance specifies that the Cabinet Member for Children Services has the lead political role in respect of looked after children and young people contributing to and being satisfied that the Local Authority has high standards of corporate parenting.
- 14.3 Since the 1 September 2012 the Adoption Panel no longer makes recommendations to the Agency Denison Maker as to whether or not a child should be placed for adoption save in the case of a relinquished baby.

15. Other Implications

- 15.1 **Staffing Issues** - There are no specific staffing issues contained within this report. However, increased demand pressures in the past six months have required the agreement of additional staffing to manage this demand. Whilst this additional support has greatly assisted, demand has not abated. Further divisional and directorate consideration needs to be given to the level of future staffing as a consequence of the Social Care Transformation programme as discussed above.
- 15.2 **Customer Impact** - The report highlights the areas of service improvement, as well as the areas where performance continues to be addressed. Children and their families will continue to experience a positive response to their social care needs. In particular the strengthened role of the Members Corporate Parenting Board has provided more rigorous oversight and scrutiny with regards to the outcomes for the Borough's looked after children population.
- 15.3 **Safeguarding Children** - The report also highlights the strength of the local safeguarding children board and the contribution of the partnership to the safeguarding of local children. Services are determined to continually improve but such aspirations are an ever increasing challenge within a local context of growing demand and fiscal austerity.
- 15.4 **Crime and Disorder Issues** - The MASH element includes Police and Probation colleagues and is a route whereby early identification of sexual exploitation, gang membership and other crime and disorder issues may be identified and is therefore seen as a positive support process for reducing crime and disorder.

The new LASPO legal arrangements for young people on remand will have an impact on Children's Social Care capacity, and whilst this is funded from central government, this is a new development and therefore may need a review within the next year or so in order to measure the capacity impact.

Background Papers Used in the Preparation of the Report

- Children & Families Bill, Department for Education, June 2013
- Family Justice Review, Department for Education, November 2011
- Health & Social Care Bill, Department of Health, January 2011.
- 'Working Together to safeguard Children, Department for Education, April 2013',

List of Appendices: None

CABINET

23 July 2013

Title: Community Safety Partnership Annual Report 2012-13	
Report of the Cabinet Member for Crime, Justice and Communities	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Glynis Rogers, Divisional Director of Community Safety and Public Protection	Contact Details: Tel: 020 8227 2827 E-mail: glynis.rogers@lbbd.gov.uk
Accountable Divisional Director: Glynis Rogers, Divisional Director of Community Safety and Public Protection	
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary</p> <p>The attached report is the final draft of the Barking and Dagenham Community Safety Partnership (CSP) End of Year Report 2012-13, which is intended for reference by residents. This report outlines the work done across the CSP to tackle crime and disorder in the Borough. The Annual Report 2012-13 sets out the achievements of the CSP against its strategic priorities:</p> <ul style="list-style-type: none"> (a) Anti-Social Behaviour (b) Serious Youth Violence (c) Serious Acquisitive Crime (d) Substance Misuse <p>This report provides, for information, a broad overview of performance against these objectives and sets out the priorities moving forward into 2013-2014.</p>	
<p>Recommendation</p> <p>Cabinet is recommended to note the Barking and Dagenham Community Safety Partnership Annual Report 2012-13.</p>	
<p>Reason</p> <p>Barking and Dagenham Council committed in its Community Strategy to 'reducing crime and the fear of crime.' The End of Year Report 2012-13 outlines for residents the Partnership's work to reduce crime, and by doing so combats fear of crime.</p>	

1. Introduction and Background

- 1.1 Community Safety Partnerships (CSPs) were set up as statutory bodies under Sections 5-7 of the Crime and Disorder Act 1998.
- 1.2 The Council, Police, NHS, Fire Brigade, and Probation Service, together with voluntary and community sector organisations, work together to develop and implement strategies to protect the local community from crime and to help people feel safe. They co-ordinate local approaches to deal with issues including anti-social behaviour, drug or alcohol misuse, and re-offending.
- 1.3 The Partnership meets regularly to review progress against the targets it sets at the beginning of the year.
- 1.4 It is good practice for CSPs to give a short summary to the community of the work they have carried out to reduce crime and disorder.
- 1.5 In 2012-13, the Barking and Dagenham CSP aimed to create:

‘A safer borough where the problems of antisocial behaviour have been tackled and all young people have a positive role to play in the community.’

2. CSP Priorities: Performance Outcomes 2012-13

- 2.1 The CSP Annual Report 2012-13 details the strategic priorities and outlines progress in each area.
- 2.2 The CSP’s four priorities for work in 2012-13 were:
 - (a) Anti-Social Behaviour
 - (b) Serious Youth Violence
 - (c) Serious Acquisitive Crime
 - (d) Substance Misuse
- 2.3 The report sets out progress against its priorities. Members are asked to note that at the end of 2012-13:
 - (a) **Anti-Social Behaviour**
The number of calls to the Council’s ASB Team fell by 18.3%.
 - (b) **Serious Youth Violence**
Serious youth violence fell by 39%, and the number of First Time Entrants to the Youth Justice System fell by 53.8%. The total number of incidents of violence with injury has fallen by 14%.
 - (c) **Serious Acquisitive Crime**
Theft of motor vehicles has decreased by 27%, and personal robbery has fallen by 34%. Residential burglary, however, has increased by 7%, and continues to be an area that requires focussed work.
 - (d) **Drugs and Alcohol**
The number of people successfully completing a Drugs Rehabilitation

Requirement rose from 63% in the previous year to 71%, and the number of people successfully completing an Alcohol Treatment Requirement has risen from 18 to 20 people. The number of alcohol-attributable recorded crimes per 1,000 population has fallen from 13.9 to 12.98.

Total recorded crime decreased by 8.4% (a greater reduction than the London average decrease of 5%).

- 2.4 These four priorities remain the focus areas for 2013-14. The Community Safety Partnership will produce a similar report in May 2014 to outline the achievements in the current financial year.
- 2.5 The Community Safety Partnership will produce a similar report in 2014 to outline the achievements in the current year.

3. Options Appraisal

- 3.1 The Annual Report is before Cabinet for information and for any comments Cabinet may wish to make. This report is intended for use by the community.

4. Consultation

- 4.1 The report has been taken to the CSP in the meeting on 11 June 2013. The Board agreed pages one to five and eight, and requested that additional pages highlighting the work of the Voluntary Sector be included. These have been added at pages six and seven.

5. Financial Implications

Completed by: Dawn Calvert, Group Manager, Adults' & Children's Finance

- 5.1 There are no recommendations within this report that have financial implications.

6. Legal Implications

Completed by: Fiona Taylor, Divisional Director, Legal & Democratic Services

- 6.1 The Council has a statutory duty to work in partnership to reduce and prevent crime and anti-social behaviour, placed upon it by Section 17 of the Crime & Disorder Act 1998. That Act and subsequent legislation also places requirements on the Council to account to the public, in part through the Community Safety Partnership, for the discharge of this duty. Whilst it is not a statutory duty to complete the annual report, it is one relatively straightforward way in which the Council and the Partnership inform the public of the actions they have taken to reduce crime and the fear of crime.

7. Other Implications

- 7.1 **Risk Management** - There is currently no legal obligation upon the Community Safety Partnership to publish an Annual Report. However, it is considered best practice and is a means of assuring the wider partnership that progress is being made against the strategic action plan.

- 7.2 **Staffing Issues** - The achievements within the Annual Report were delivered within existing Council and Partnership resources.
- 7.3 **Customer Impact** – The work of the partnership aims to address the needs of the most vulnerable community members. The publication of the report goes some way to reassuring the community that their safety is of importance to the Council and its partners. The report’s visual accessibility has been assessed and approved by LBBD’s Adult Social Care Group Manager Intensive Support.
- 7.4 **Safeguarding Children** – Young people are most likely to be victims of violent crime on our streets and are often perpetrators of this particular crime. The work of the partnership seeks to safeguard children, particularly through the work of the Youth Offending Service and ASB Team.
- 7.5 **Health Issues** – Crime and disorder adversely impact on the health and well-being of the community. Equally, the misuse of drugs and alcohol has adverse impacts on both the individual and the community at large. By working together, and in line with the priorities of the Health and Well-Being Strategy 2013-16, the Partnership seeks to mitigate the impact of crime and disorder on the health and well-being of the community.
- 7.6 **Crime and Disorder Issues** - S17 of the Crime and Disorder Act 1998 requires local authorities to integrate consideration of the impact on crime and disorder of any decision, policy, activity or strategy that it performs. The authority is required to ensure that there is no negative impact on crime and disorder of any such decisions. While an Annual Report is not currently a statutory requirement, it can be considered best practice, as it will increase confidence in the Partnership: there are no negative impacts arising from this document.

Background Papers Used in the Preparation of the Report:

- Strategic Assessment 2012
- Metropolitan Police BIU statistical returns

List of appendices:

Appendix 1: Community Safety Partnership Annual Report 2012-13

Barking and Dagenham Community Safety Partnership

Annual Report
2012-2013



Foreword: Cllr. Alexander, Cabinet Member for Crime, Justice and Communities

Crime and disorder concerns every one of us. That's why there are so many organisations, across all sectors, working to tackle the criminal activity that can make people's lives a misery and make the Borough a safer place where people treat each other fairly and respectfully. At the Barking and Dagenham Community Safety Partnership, we aim to make sure that the different work that all these organisations do is as co-ordinated and effective as it can be. Every year, we look at all the data on crime and disorder across the Borough and agree priorities for focussed work. As the lead Councillor for crime, justice, and communities, it is my job to provide democratic oversight of the Partnership and to report back to you on our work.

Barking & Dagenham
Partnership

In 2012-13, we selected four areas for focussed work that we believed would reduce crime and increase public safety:



Anti-Social Behaviour



Youth Violence

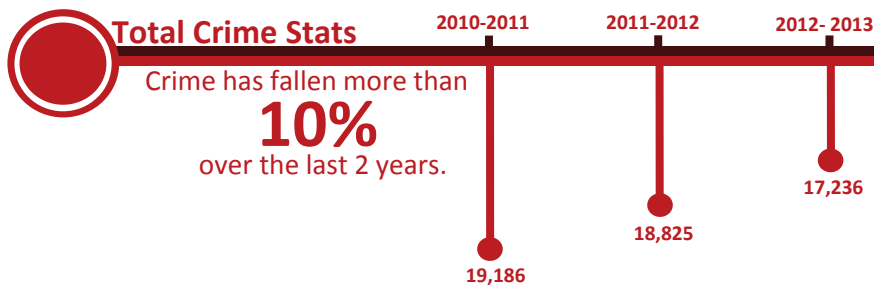


Acquisitive Crime



Drugs and Alcohol

As you can see from the diagram below, we've had tremendous results:
1,900 fewer crimes in the last two years!



Last year, crime in Barking and Dagenham, fell by just over 8% - that's over 1,500 fewer crimes. In this document, you'll find the highlights of the work we've been doing in these areas, as well as the fantastic work you have been doing as a community to ensure that criminals know that Barking and Dagenham is not a place that is soft on crime.

2012 was a year unlike any other – I don't think anyone will forget the thrill of the Olympics or the excitement of the Jubilee – but as the cuts get worse, we know that the coming years will present lots of different challenges. By continuing to work together, I am confident that we will continue to find ways to make this Borough an even better place to live and work.



Anti-Social Behaviour

Behaviour which caused or was likely to cause harassment, alarm, or distress.

We're making progress:

Number of calls to police reporting anti-social behaviour:

7,171

(1,718 fewer calls than last year)

86% of people reporting ASB were satisfied with the way their complaint was dealt with

Tenant-Funded Estates Police Team

Last year, the Council and the Police agreed to set up a Police team to specifically target the Borough's housing estates. The team is made up of 20 Police Officers, and is funded by tenants and a grant from the Mayor's Office. They respond directly to issues raised by tenants and Councillors. As well as reducing crime and anti-social behaviour (ASB), their aim is to develop relationships with those who live and work on the estates, with a view to improving the lives of our residents in the long-term. Clocking in hundreds of hours of patrolling time and hundreds of arrests, the team have had a fantastic impact, and made a great dent in the levels of ASB in our Borough. The Team has also taken a lead in developing our cadets; under their guidance it is no surprise that one of our cadets was shortlisted for MPS Cadet of the Year!

School of Hard Knocks



School of Hard Knocks is a charity that the Council, the Police, and the Job Centre commissioned to run a 16-day rugby course for adults. The idea is that attendees are taught how to improve their health and to learn discipline on the rugby pitch, with a view to reducing crime and unemployment. The programme was extremely successful. Physical fitness and body shape noticeably improved during the course, with one participant fulfilling his lifelong ambition of reducing his BMI to the level required by the Royal Marines, and a number of attendees were able to find full-time work after it completed. Those who did not find work immediately report that they are more confident and have better prospects for finding full-time employment. This is a sterling example of the kind of voluntary work that the Partnership supports, and we are currently looking into how we can ensure that this project, and others like it, are continued through these hard times.



A Message from our Anti-Social Behaviour Lead

As Chair of Barking and Dagenham's Community and Police Engagement Group, I am a member of the Community Safety Partnership. This year, I was elected to Chair the Partnership's Anti-Social Behaviour Group. I have a strong sense of how important it is to residents of this Borough that we are clamping down on anti-social behaviour (ASB) and that we are taking measures to prevent it from happening in the first place. Because of that, we agreed to put together a clear strategy for reducing ASB that is tailored to the needs of our community. We know there have been delays from the Home Office on the direction we are supposed to take, but the message that I get from you is that this is too urgent an issue that can cause too much misery for us to hold back on. Over the year, we have successfully delivered this strategy, and we are now beginning to see levels of ASB come down. Now that the Queen's Speech has outlined the focus of the new ASB, Crime, and Policing Bill, we will be delivering a new ASB strategy for the next few years to ensure that this great progress continues.



Work on Gangs

Last year, Barking and Dagenham was selected for targeted 'ending gang and youth violence' work. This involved a small amount of funding and a review of the work we do to reduce gang violence by experts. The reviewers had lots of great things to say about our work: it is focussed, appropriate, and proportionate, and has made effective use of the funding we were given to pay for activity from the voluntary sector. In particular, our Youth Offending Service was praised for its work on parenting, and the Partnership was commended for its work with colleges and schools.

Barking and Dagenham Cadets

In the last year, the number of Police Cadets in the Borough has risen by 50% (to 120). This is largely thanks to the work our tenant-funded Estates Police Team has done to engage with young people. Cadets have been providing valuable assistance across the Borough, assisting in covert test purchases of alcohol and cigarettes and at crime prevention roadshows, and providing a visible presence at events.



Update from the Youth Offending Service

Following on from the glowing inspection result of our Youth Offending Service (YOS), we have now agreed to merge our service with the YOS in Havering. Barking and Dagenham shares its court with Havering, so our young offenders are largely brought before the same set of magistrates, and the Probation Service already works across the two Boroughs, so we are confident that merging will bring us greater flexibility, and reduce the cost of management without affecting any front-line posts. This will improve how we address youth violence as a partnership across our region of London.

Youth Violence

Any offence of violence or weapon-related crime, where the perpetrator or victim is aged 1-19.



We're making progress:

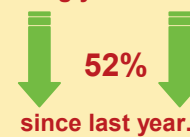
Fall in violence where the victim is aged 1-19



Fall in First Time Entrants aged 10-17



Fall in crime and robbery involving youth as victims



Boot Camp is a new programme being tested out by our Youth Offending Service. The idea is that offenders are forced, as part of their Order, to face an intense 26 day slog at a boot camp led by ex-military personnel in the freezing hills of Dartmoor (far from Wi-Fi or phone signal!). Certainly not a treat for poor behaviour, the Camp consists of one-to-one behavioural therapy sessions, and group work to challenge young offenders and teach them how to change their behaviour. Every offender is forced to do a range of chores, and to prepare their own meals every day. This makes sure that they were instilled with a sense of routine and structure.

Initial feedback from case managers and teachers has been highly positive. All have reported a marked difference in the behaviour of attendees of the Boot Camp since their return. Even better, every young person to complete Boot Camp has said that they are very glad to have taken part and feel that it has made a lasting difference to them. This work is highly innovative and we will be updating you on its outcomes in the long-term.





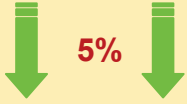
Acquisitive Crime

Any offence that can be described as burglary, theft, or robbery.

We're making progress:

Number of Crime Theft:

Theft of Motor Vehicles:



5%

(287 fewer than last year)



27%

(295 fewer than last year)

Visit the Council's Burglary Roadshows and Find Out how to Safeguard your Home

Barking and Dagenham Council has been holding regular burglary roadshows in various locations across the Borough to help people learn how they can avoid being the victim of burglary. Working with the Police, the Council hopes to help residents to keep themselves and their property safe. This has been effective – we have observed a 36% fall in the number of bogus callers over the past year – and the Partnership will continue to support these events as long as residential burglary continues to be an area of concern for us. At the roadshows, you can meet the Council's Neighbourhood Crime Reduction Team, and sometimes even our Cadets, and receive personal safety advice, learn about crime prevention techniques, pick up a property marking kit, door handle alarms, window alarms, personal alarms, lift, lock and remove stickers, and a variety of other safety devices (while stocks last and based on individual requirements).

Update from our Parks Police

Our Parks Police have been moving from strength to strength. This year, they made 50 arrests! For their fantastic year of work, the team received a commendation from Cllr. Tony Ramsay. The Parks Police will be continuing this work, make sure to say hello if you see them, they are the really fit looking Officers on bicycles!

Burglary Campaigns

Over the past year, it's become clearer that there is a real problem with burglary in North-East London. This summer, the Partnership will be launching an extensive campaign to raise awareness of this issue – by keeping your eyes open and reporting anything suspicious you could help to prevent a burglary before it's even taken place! This will include focussed work on bogus callers who are trying to scam our residents – just remember: your bank or the Police will never ask for your PIN or bank card!



Residential Burglary

5%

(125 more than last year)

We clearly have a problem here and we are doing work to fix it

Police Commissioner's Excellence Awards



Commissioner Hogan-Howe commended two of our Police Officers for their brilliant work this year:

Best Detective of the year - DI Darren Richards, for Robbery Reduction and Detection.

Best Police Staff member - Jo Deacon, for setting up the Fresh Wharf Custody site, and for income generation.

Congratulations to both, and keep up the good work!



We know that drugs and alcohol are a driver for much of the violence and anti-social behaviour that occurs in our Borough. While we have made good progress this year, we still have much work to do, and in the coming years we will be working even more closely with our partners in Public Health to tackle these issues.

Drugs and Alcohol

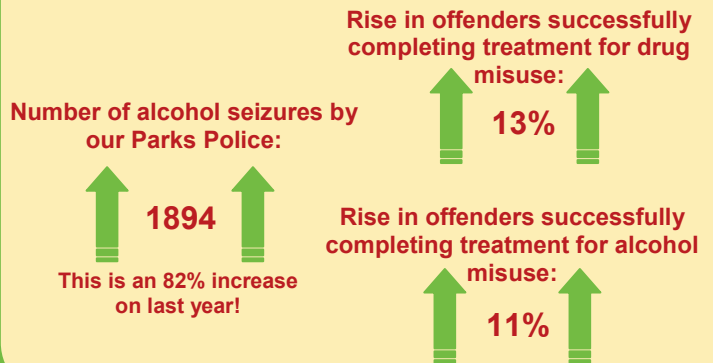
Misuse of substances can drive crime and disorder.



London User Forum

The London User Forum is an organisation that works to improve treatment for substance misusers across our city through service user involvement, and Barking and Dagenham had the privilege of hosting it for the first time in April 2013. The event drew approximately 90 people from all over London and Kent, who all shared new ideas and discussed better ways of ensuring that former substance misusers can be supported to become independent citizens again. This was a great chance for us to showcase the incredible work that some of our service users have done in recovery to change their ways, and there was a short award ceremony for 30 former substance misusers. One of the attendees told us: 'this conference proves I'm on the right track in my recovery. I'm going to become a volunteer now'.

We're making progress:



Challenging Inappropriate Licensing Applications

As a Partnership, we are able to challenge licensing applications that we deem inappropriate under the Prevention of Crime and Disorder Act, and we have done this with notable success in the past year. We were able to use a licence review to use evidence obtained during Operation Condor to demonstrate that a shop was not effectively protecting children from harm, and to revoke its licence to sell alcohol. This sends a strong message to businesses in the area that Barking and Dagenham will not stand for commercial practices that compromise the safety of our community.

Operation Condor

Operation Condor was a 48-hour initiative across the city between the Police, Transport for London, and the Council's Trading Standards Team that cracked down on all aspects of licensing that can affect community safety. Pubs, clubs, unlicensed minicabs, benefit fraud, and illegal sale of knives were just some of the areas that the immense operation covered. Across the city, 297 arrests were made and 61 vehicles were seized. In this Borough alone, there were 35 seizures of counterfeit alcohol. Complementing this enforcement was a range of awareness-raising activity in secondary schools and on the streets, which will ensure that our streets remain safer as a result of this work.

61
vehicles
seized

297
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35
seizures of
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alcohol

Domestic Violence

Substance misuse is often the driver behind domestic violence. The Partnership is committed to ensuring that this does not go unaddressed, and you may have seen the poster campaign that we have been running throughout the Borough making clear where you can go if you are worried. As the campaign enters its next phase, you will find information booklets available at various locations.



Alcohol Awareness Week

National Alcohol Awareness week took place between 19 and 23 November 2012, and the theme for this event was 'It's time to talk about drinking'. During the week people were encouraged to take time to listen and talk about the health risks, social problems and stigmas associated with drinking. A variety of events and awareness sessions took place across the Borough, which included engaging with residents, local businesses and a variety of frontline staff. Key successes included our Counterfeit Alcohol Stand at ASDA in Barking and an information and advice training event for staff from across the Partnership at the BLC.

Together: A Community Cohesion Strategy for Barking and Dagenham

The Community Cohesion Strategy, "Together", was launched back in October 2012 at the annual Peace Awards ceremony.

"Together" lays out the Borough's commitment to community cohesion and to describe clearly the actions we are going to take to encourage us to think daily about how we treat our neighbours, listen to others and come together across our communities to build a better Barking and Dagenham together.

The Strategy has an action plan which will be updated regularly and Partners throughout the Borough will be working to take all of the work forward. For more information on the strategy please contact Teresa Evans on 020 8227 3478 or Carl Blackburn on 020 8532 7320.



More Highlights from this Year

The overall vision of the Strategy is for Barking and Dagenham to be:

"A place where people respect one another and enjoy safe and peaceful lives; where there are opportunities to meet together and look forward to the future, and to be a united community who will get fair access to services"

Voluntary Sector Showcase

In July 2011, a presentation was given to the Community Safety Partnership (CSP) on the development of a Third Sector Strategy. It was agreed that the CSP should aim to build and further develop an environment which would encourage a thriving voluntary sector.

In May 2012, the Community Safety Partnership invited a variety of voluntary organisations involved in reducing crime and disorder and fostering community cohesion in the Borough and asked them to take part in some interviews. The CSP wanted to know how they could help local organisations to achieve their aims of building a safer and stronger community in Barking and Dagenham. The interviews were made into a short film called the 'Voluntary Sector Showcase' and the film was shown to the CSP at their June 2012 meeting.

Eleven different organisations from across the Borough took part in the filming. Five issues and recommendations emerged again and again from the interviews. Organisations wanted: more networking opportunities; the CSP to publicise 'Good News' from the voluntary sector on a regular basis; regular communications on the CSP's activity to the voluntary sector; improvement in training and support and wanted to know how Public Sector cuts would affect the voluntary sector.

The interviews were a great opportunity for the organisations to tell the CSP what they do in the Borough and how the CSP can help them to make the Borough safer and stronger. The CSP will continue to build and develop their work with the voluntary sector over the coming years.



Safer Homes Project

The Safer Homes Project is a service delivered by Victim Support and commissioned by the Council to provide practical solutions to keep victims and witnesses safe. The project offers free security checks and home improvements to the properties of anyone living in Barking and Dagenham, whether they are a victim of crime, concerned about crime in their area or for those who feel they are vulnerable or at risk. As well as supplying and fitting a range of security improvements free of charge, the Project also provides emotional support, assistance and crime prevention advice through its network of volunteers at Victim Support.



Sexual Exploitation Group

A Sexual Exploitation Sub-Group has been set up to reduce the harm caused by sexual exploitation in Barking and Dagenham. The Group first met in January 2013 and includes people from across the Community Safety Partnership.

The group has been set up in response to an increase in sexual violence across London. This is taken very seriously by partners across the Community Safety Partnership, and the Group are working to address concerns and raise potential issues around sexual exploitation by developing and implementing an Operation Plan responding to the impact of criminal gangs and serious youth violence on women and girls.

The main aims of the Group are to protect and provide support to victims of sexual violence, helping them move on and preventing recurrence, as well as holding perpetrators to account. The Group wants to achieve a measurable reduction in incidence of sexual violence in Barking and Dagenham.

More Highlights from this Year

We're making progress:

Number of homes visited and secured through referrals to the Victim Support Safer Homes Project



This is 239 more than last year!

As well as giving practical and emotional support and advice at home visits, volunteers also attended a number of the Community Safety Roadshow events.

Peace Week

Peace Week in 2012 ran from 16 to 22 September and celebrated the work of organisations and individuals who promote community cohesion throughout the Borough. Seventeen different events ran throughout the week, seeing 1900 people take part. Events included a school choir and poetry competition, a Kickz football match at Dagenham & Redbridge Football Club and a Peace Flash Mob in Barking Town Centre. Feedback from the events was really positive, with different age groups and communities coming together to take part in fun and engaging activities.

A Peace Awards event was also held to celebrate Peace Week on 2 October at the Broadway Theatre to recognise the achievements of residents and organisations who work hard in their communities to bring people together. Nominees were put forward for awards such as the The Most Welcoming Neighbour Award and the The Young Person Contributing to Society Award. The event was attended by the Mayor, the national Leader of the Peace Alliance, and the Cabinet Member for Crime, Justice and Communities, who presented awards to the winners. The event was attended by 250 people and was really well-received by all who attended.



What You've Done this Year

**A Message from Anne Bristow
Chair of the Community Safety Partnership**



Last year was very successful for Barking and Dagenham Community Safety Partnership. With crime coming down in so many areas, we have a lot to be pleased about. But ultimately it is you, the public, who are our eyes and our ears. Last year, you made extremely clear to us what you care about and where you think we should be doing better. This year, the Mayor's Office is making changes to the way that we hear your views: I hope that you will continue to engage so brilliantly with the Partnership.

Find out about
**Neighbourhood
Watch in Barking
and Dagenham**
at:
<http://www.neighbourhoodwatch.net>

Saved Dagenham Police Station!



The Mayor's Office for Policing and Crime held a public consultation meeting at the BLC on 4 March, and we were delighted to see such a passionate response from you. Over 130 people came to discuss planned changes to policing, and the Mayor's Office were left in no doubt that Barking and Dagenham cares deeply about keeping the community safe.



And the Mayor's Office certainly heard you: after they proposed to close Dagenham Police Station, your strong showing forced them to change tack! We are delighted that Dagenham Police Station will be remaining open – this will definitely help the whole Partnership.

Got involved in Neighbourhood Policing!

Attendance at our Safer Neighbourhood Team Ward Panels has been better than ever this year. By attending these meetings and making your voice heard, we have been able to solve countless problems and ensure that the Partnership's priorities reflect your own. To find out more, visit:
<http://content.met.police.uk/Borough/Barking>.

How to Get Involved in the Future

The Mayor's Office agreed in its Policing and Crime Plan to reform the way in which Community Safety Partnerships engage with the community. As such, in October 2013 Barking and Dagenham Community and Police Engagement Group will become Barking and Dagenham Safer Neighbourhood Board (SNB). The SNB will be a public meeting that will scrutinise the work of the Police and ensure that the Partnership is delivering the Mayor's priorities. Ward Panels will continue to run, and will feed into the SNB. We look forward to seeing you there!

Young People Affected by Crime

The Youth Offending Service has been doing lots of work with young people who are victims of crime. We know from research that those who are victims of low level crime and issues such as bullying in their early years are more susceptible to displaying these kind of behaviours as they reach teenage years. With colleagues in Children's Service and the Metropolitan Police the YOS have been Young People Affected by Crime (YPAC), which is a weekly activities club that supports young victims of crime or who are otherwise vulnerable. This has had great feedback, and we will be launching it formally in the coming year.

Register for email updates on
**Community Safety issues from the
Police's Neighbourhood Link Service at:**
<http://www.neighbourhoodlink.met.police.uk/registration/>



CABINET

23 July 2013

Title: Disposal of Former Mayesbrook Nursing Home, Bevan Avenue, Barking	
Report of the Cabinet Member for Finance	
Open report, with an exempt appendix (Appendix 2)	For Decision
Wards Affected: Eastbury Ward, Mayesbrook Ward	Key Decision: Yes
Report Author: Adam Wright, Estate Surveyor	Contact Details: Tel: 020 8227 5952 E-mail: adam.wright@lbbd.gov.uk
Accountable Divisional Director: Jonathan Bunt, Divisional Director - Finance	
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary</p> <p>The Council has a freehold interest in the former Mayesbrook residential care home site. Due to changing circumstances this is no longer used and there are no other potential operational uses for the site.</p> <p>Cabinet approved the sale of the site on the open market in January 2013, and this report covers the outcome of the process agreed at that meeting.</p> <p>Initial bids were received in May 2013 and the bidders were invited to submit final offers based on specific criteria.</p> <p>This report presents details of the bids received and seeks Cabinet approval to the disposal of the site.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Approve the disposal of the Council's freehold interest in the former Mayesbrook Nursing Home site, Bevan Avenue, shown edged red on the plan at Appendix 1, to the preferred bidder identified in Appendix 2, on the terms set out in the report.</p>	
<p>Reason(s)</p> <p>Cabinet have previously instructed for terms to be negotiated for the disposal of this property. This report is presented at Cabinet setting out offers received so that Cabinet can select a purchaser of the property.</p>	

1. Introduction and Background

- 1.1 The Council is the owner of the former Mayesbrook residential care home, Bevan Avenue, shown on the plan at **Appendix 1** to this report.
- 1.2 The property was used as a residential care home for the elderly, which ceased at the property in September 2007. The Council has been unable to find a use for the property, and it has remained vacant and surplus to operational requirements from the aforementioned date.
- 1.3 Following a site visit with the Cabinet Portfolio holders, it was expressed that the Council's freehold interest in the property should be disposed of and that Cabinet authorisation to do so should be sought.
- 1.4 By Minute 83 (22 January 2013), it was agreed that the property should be disposed of with its existing planning consent and to be considered suitable for residential development.
- 1.5 Cabinet agreed to dispose of the property to obtain either a capital receipt, or the provision of housing units with no capital receipt. An alternative option of continuing to own the property was not selected by Cabinet.

2. Proposal and Issues

- 2.1 Following the marketing by Property Services, a number of bids to purchase the property were received in May 2013. The bidders were subsequently invited to submit final offers in line with the following specific criteria for the housing mix of the site:
 - The development scheme is to be 100% private development, with no affordable housing provision.
 - The scheme to be made up entirely of houses, with no flats.
 - The houses should be a minimum of 3-bedrooms preferably with garage or suitable car parking space; no houses should be less than 3 bedrooms in size.
- 2.2 A summary of the final bids received is presented at **Appendix 2** to this report - as this appendix contains commercially confidential information it is included in the exempt section of the agenda, under the provisions of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

3. Options Appraisal

- 3.1 Members were presented with an options appraisal in the 22 January Cabinet report regarding the marketing of the site.
- 3.2 In respect of the options for the disposal, Appendix 2 sets out the details of the bids for the Cabinet to consider.

4. Consultation

- 4.1 Full consultation has taken part in respect of the previous report presented at Cabinet on 22nd January 2013. Financial and Legal implications have been reviewed during the consultation of this follow-up report.

5. Financial Implications

Implications completed by Martin Henwood, Deputy Chief Financial Officer

- 5.1 Disposal of the property will create a capital receipt towards the current capital programme, and remove the associated current revenue costs. Additional capital receipts will enable the Council to reduce its level borrowing and related charges i.e. interest on borrowing.
- 5.2 Disposal costs, including the marketing strategy, will be included in the final business case options appraisal preceding an agreed sale. Disposal costs of up to 4% can be charged against the capital receipt.
- 5.3 The financial aspect of the options appraisal could be more complicated within the new local government finance framework, which took effect in April (2013). As well as the price offered by the bidder, allowance has to be taken for the New Homes Bonus generated. This does not change the preferred bidder in this case.
- 5.4 It has been assumed that payments to the GLA relating for the Community Infrastructure Levy (£20 per sq m) and the impact of Council Tax are neutral i.e. do not have an impact on the bids ranking and would be used to fund services to the homes proportionately.
- 5.5 A similar assumption has been made for any S106 receipts as these are subject to negotiation and the starting point, the number of units to be built, is very similar in both options. Therefore any difference would not make a material difference to the comparison of bids.
- 5.6 The analysis of the formal offers made is shown in Appendix 2. Of the compliant bids received, offer 1 is the most financially advantageous to the Council though it does not fully meet the criteria in paragraph 2.1 due to the inclusion of two 2 bedroom coach houses.

6. Legal Implications

Implications completed by Evonne Obasuyi, Senior Lawyer

- 6.1 The report is seeking approval for the disposal of the property. The Council is required to obtain best consideration in the disposal of its assets.
- 6.2 The Council has the power to enter into the proposed transaction but must do so in compliance with law and the Council's acquisition and land disposal rules.
- 6.3 The Council's disposal powers are contained in section 123 of the Local Government Act 1972, and Section 1 of the Localism Act 2011 also provides local authorities with a general power of competence.

6.4 The Legal Practice should be consulted for advice as to how the land should be disposed of and assistance with the preparation and completion of the necessary legal agreements.

7. Other Implications

7.1 **Contractual Issues** - The transaction is a disposal of property.

7.2 **Crime and Disorder Issues** - Vacant properties are considered vulnerable to vandalism, and illegal occupation.

7.3 **Property / Asset Issues** - The Council has the option to dispose of the property by way of sale of the freehold, and the costs of ownership will cease on disposal.

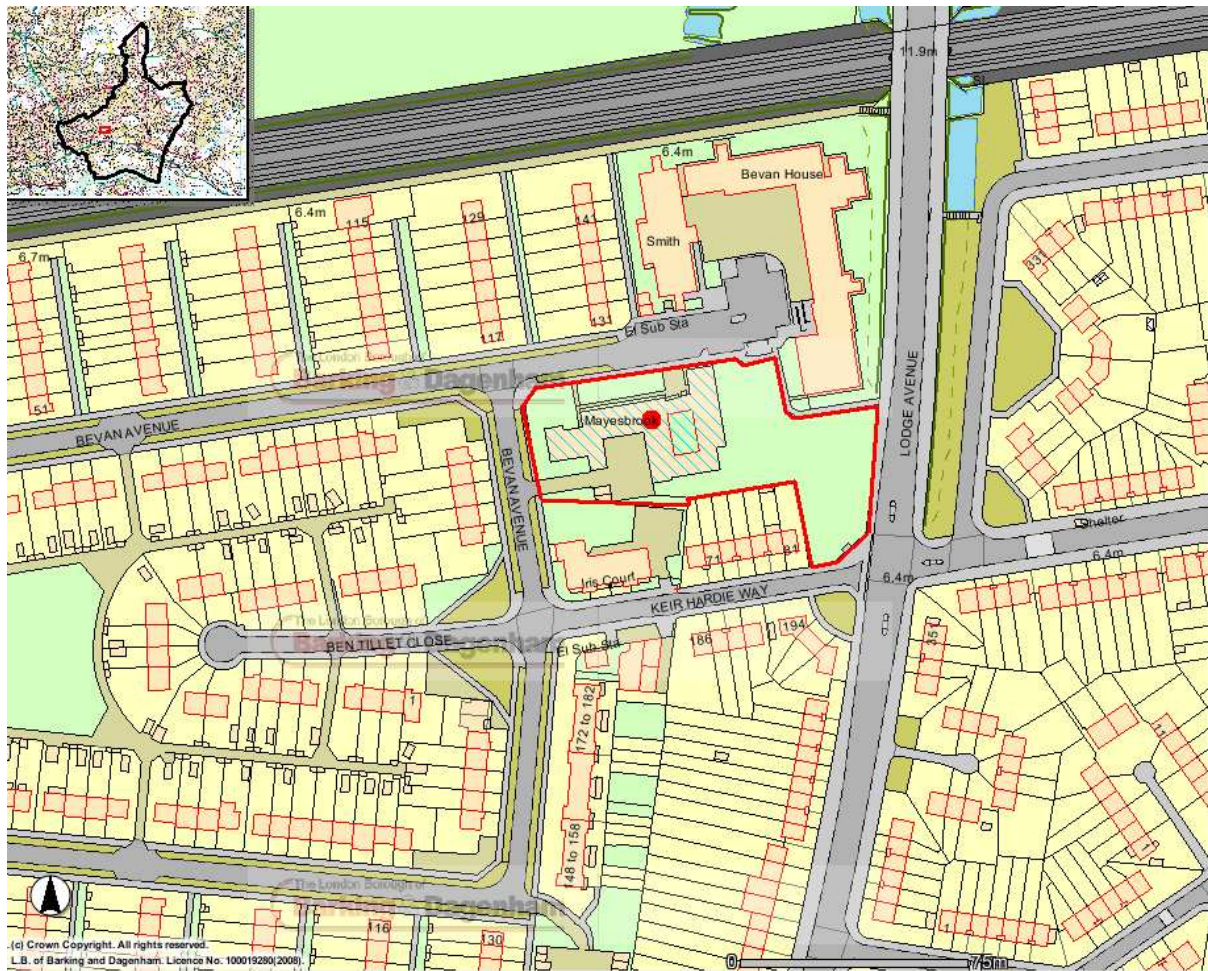
7.4 **Planning Issues** – Plans have been provided for Offer 1 and 2 schemes. Both schemes surpass the Council's 40% family housing target and provide one for one car parking. However it is clear even on the basis of the limited information provided that refinements to both schemes, particularly the Offer 2 scheme, are needed in order for them to comply with local planning policies. It is not possible to provide comment on the Offer 3 and 4 schemes as plans were not provided.

Background Papers Used in the Preparation of the Report:

- Cabinet report January 2013 entitled "Disposal of Former Mayesbrook Nursing Home, Bevan Avenue, Barking".

List of appendices:

- **Appendix 1** - Location Plan
- **Appendix 2** - Summary of bids (exempt information)



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